



**ROYAL SCHOOL OF BUSINESS  
(RSB)**

**COURSE STRUCTURE & SYLLABUS**

**FOR**

**MASTER OF BUSINESS ADMINISTRATION(MBA)**

**(2 YEARS DUAL MAJOR)**

**W.E.F**

**AY - 2025 – 26**

**MBA**

**Course Structure**

**1st semester**

<b>S I</b>	<b>SubjectCode</b>	<b>Names of subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TCP</b>
<b>Core Subjects</b>							
1	BSA034C101	Management Process and Organizational Behavior	3	1	0	4	4
2	BSA034C102	Accounting for Managers-I	3	1	0	4	4
3	BSA034C103	Marketing Management	3	1	0	4	4
4	BSA034C104	Managerial Economics	3	1	0	4	4
5	BSA034C105	Data Analysis and Decision Tools	3	1	0	4	4
6	BSA034C106	Venture Planning and Start Ups	3	1	0	4	4
7	BSA034C107	Management Information System	3	1	0	4	4
8	BSA 034C108	Business Communication I	1	1	0	2	2
<b>Note: The students are required to enroll in an NPTEL/ SWAYAM/ MOOCS courses with a minimum duration of 12 weeks for this semester.(To be chosen from basket)</b>							

**2nd semester**

<b>S I N o .</b>	<b>Subject Code</b>	<b>Names of subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>TCP</b>
<b>Core Subjects</b>							
1	BSA034C201	Human Resource Management	3	1	0	4	4
2	BSA034C202	Accounting for Managers-II	3	1	0	4	4
3	BSA034C203	Corporate Finance	3	1	0	4	4
4	BSA034C204	Supply Chain Management	3	1	0	4	4
5	BSA034C205	Global Business Environment	3	1	0	4	4
6	BSA034C206	Business Research Methods	3	1	0	4	4
7	BSA034C207	Operation Management	3	1	0	4	4
8	BSA034C208	Business Communication II	1	1	0	2	2
<b>Note: The students are required to enroll in an NPTEL/ SWAYAM/ MOOCS courses with a minimum duration of 12 weeks for this semester.(To be chosen from basket)</b>							

MBA 3rd semester							
S. No.	Course Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA034C301	Strategic Management	3	1	0	4	4
2	BSA034C302	Operations Research	3	1	0	4	4
3	BSA034C303	Legal Aspects of Business	3	1	0	4	4
<b>Project/Dissertation</b>							
4	BSA034C321	Industry Internship Project	0	0	6	3	6
<b>Human Resource Specialization.</b>							
5	BSA034D30H1	Talent Acquisition and Management	2	1	0	3	3
6	BSA034D30H2	Industrial Relations & Labour Legislations	2	1	0	3	3
<b>Marketing Specialization</b>							
7	BSA034D30M1	Consumer Behavior	2	1	0	3	3
8	BSA034D30M2	Digital Marketing	2	1	0	3	3
<b>Finance Specialization</b>							
9	BSA034D30F1	Investment Analysis & Portfolio Management	2	1	0	3	3
10	BSA034D30F2	Indian Financial System	2	1	0	3	3
<b>Operations Specialization</b>							
11	BSA034D30O1	Logistics and Transportation Management	2	1	0	3	3
12	BSA034D30O2	Material Management & Inventory Control	2	1	0	3	3
<b>Entrepreneurship &amp; Small Business Management Specialization</b>							
13	BSA034D30E1	Managing Start-ups	2	1	0	3	3
14	BSA034D30E2	Entrepreneurship , Creativity & Innovation	2	1	0	3	3
<b>Business Analytics Specialization</b>							
15	BSA034D30B1	Business Modelling using Excel	2	1	0	3	3
16	BSA034D30B2	R Programming for Analytics	2	1	0	3	3
17	BSA034D30B3	DBMS & Structured Query Language	2	1	0	3	3

MBA 4th semester							
Sl. No.	Course Code	Names of subjects	L	T	P	C	TCP
<b>Core Subjects</b>							
1	BSA034C401	Project Planning Analysis and Management	3	1	0	4	4
2	BSA034C402	Business Ethics and Sustainability	3	1	0	4	4
<b>Project/Dissertation</b>							

3	BSA034C421	Thesis/Dissertation Project	0	0	0	0	8
<b>Human Resource Specialization.</b>							
4	BSA034D40H1	Compensation Management	2	1	0	3	3
5	BSA034D40H2	Organizational Development & Change	2	1	0	3	3
6	BSA034D40H3	HRD - Strategies and Systems	2	1	0	3	3
<b>Marketing Specialization</b>							
7	BSA034D40M1	Branding & Integrated Marketing Communication	2	1	0	3	3
8	BSA034D40M2	Services Marketing	2	1	0	3	3
9	BSA034D40M3	Sales Management	2	1	0	3	3
<b>Finance Specialization</b>							
10	BSA034D40F1	Corporate Taxation	2	1	0	3	3
11	BSA034D40F2	Financial Derivatives and Risk Management	2	1	0	3	3
12	BSA034D40F3	Merger and Corporate Restructuring	2	1	0	3	3
<b>Operations Specialization</b>							
13	BSA034D40O1	Service Operations Management	2	1	0	3	3
14	BSA034D40O2	Technology and Innovation Management	2	1	0	3	3
15	BSA034D40O3	TQM and Six Sigma for Business Excellence	2	1	0	3	3
<b>Entrepreneurship &amp; Small Business Management Specialization</b>							
16	BSA034D40E1	Entrepreneurial Finance and Venture Capital	2	1	0	3	3
17	BSA034D40E2	Social Entrepreneurship	2	1	0	3	3
18	BSA034D40E3	Family Business Management	2	1	0	3	3
<b>Business Analytics Specialization</b>							
19	BSA034D40B1	Python Programming for Analytics	2	1	0	3	3
20	BSA034D40B2	Data Visualization through Tableau and PowerBI	2	1	0	3	3
21	BSA034D40B3	Machine Learning with R/Python	2	1	0	3	3

**SYLLABUS**  
**SEMESTER 1**

**Course objective :**

To impart the concepts of management and organizational behaviour in order to make the students understand and navigate the complexities of the modern-day organizations.

Sl.No	Course Outcome	Bloom's Level
C01	Define the concepts and theories of management functions and organizational behaviour	BT-I
C02	Compare the concepts, importance, managerial functions and organizational behaviour in the context of an organization	BT-II
C03	Apply the principles of management and behaviour of the people in the workplace	BTIII
C04	Analyze the factors that affect work environment.	BTIV

**Detailed Syllabus:**

Modules	Course Content	Periods
I	<b>Introduction to management and Planning</b> Management-Meaning, Nature, Objectives, process and levels of management, Manager-role, skills, Evolution of Management thought- theories, Planning process – types of planning, Planning premises, Planning Tools and Techniques – Decision making steps and process.	12
II	<b>Directing &amp; controlling</b> Formal and informal organization, organization chart ,organization structure- types, Line and staff authority , departmentalization, delegation of authority – centralization and decentralization, communication Types of control - Budgetary and non-budgetary control, Q techniques-zero-base budgeting - Managing Productivity - Cost Control –break even analysis-modern control methods	18
III	<b>Introduction to Organizational Behaviour.</b> Introduction to Individual Behaviour: Personality, Perception; Learning; Attitudes, Values and Emotions, Interpersonal Relationship: Transactional Analysis; Johari Window, Motivation at Work.	14
IV	<b>Introduction to group Behaviour:</b> Trait, behavioural and contingency models of leadership, Work teams and Groups-process of group formation: types of groups and teams, Importance of groups, features of groups, Group decision making, Stress and Well -being at work, Organization Structure and Design.	16
<b>Total</b>		<b>60</b>

**Text Books:**

- Vashishth, N. (2019). *Principles of Management*. 5<sup>th</sup> Edition. New Delhi: Taxmann Publications Pvt. Ltd
- Robbins, S.P, Judge, T.A. & Vohra, N. (2018). *Organizational Behaviour*. 18<sup>th</sup> Edition, New Delhi: Pearson Education Inc.

**Reference Books:**

- Koontz, H. & Weihrich, H. (2020). *Essentials of Management-An International Perspective*. 11<sup>th</sup> Edition. New Delhi: Tata McGraw Hill Education Pvt Ltd
- ı Prasad, L.M. (2021). *Principles and Practice of Management*, Sultan Chand and Sons, New Delhi.

**Course Objective :**

To enable students to understand the basic concepts of financial accounting and equip the students with methods and practices adopted in preparation and presentation of financial statements.

Sl.No	Course Outcome	Bloom's Level
CO1	Define the concepts and principles of financial accounting	BT-I
CO2	Explain the process and mechanisms of accounting	BT-II
CO3	Apply the double entry system of accounting	BT-III
CO4	Analyze the financial statements following ethical reporting standard.	BT-IV

Module	Course Content	Periods
I	<b>Introduction to Financial Accounting:</b> Meaning & Nature of Financial Accounting, Characteristics and Limitations of Financial Accounting, Qualitative characteristics of Financial Statements, Objectives of Financial Statements, Users and their information needs, Fundamental Accounting Concepts & its Application, Note on Computerized Accounting System. <b>Generally Accepted Accounting Principles:</b> Introduction, Sources of GAAPs, Convergence with IFRSs, IFRS converged Indian Accounting Standards (IND-AS) .	14
II	<b>Accounting Mechanics:</b> The Accounting Process, Journal and Ledger preparation, Cashbook and Bank reconciliation statement, Trial balance & Errors disclosed/ not disclosed by a Trial Balance.	16
III	<b>Final Accounts of Non Corporate Entities:</b> Concept of Capital & Revenue, Depreciation Accounting, Inventory Accounting ,Adjustments for preparation of Final Accounts, Preparation of Final Accounts of Non-Corporate entities.	14
IV	<b>Company Accounts:</b> Basic features of a company form of business organization, Types of Companies, Registration under the Companies Act, Issue of Shares & Debentures, Buy back of Shares. <b>Final Accounts of Limited Liability Companies :</b> Treatment of special items in Company Accounts, Preparation of financial statements of a company limited by shares, Understanding Corporate Financial Statements and Other Financial Reports included in Annual Reports. <b>Ethical Financial Reporting-</b> Window dressing, Creative financial practices and issues related to quality of disclosures in reported earnings.	16
	<b>Total</b>	<b>60</b>

**Text Books:**

- Hanif, M. & Mukherjee, A (2020). Financial Accounting. 5<sup>th</sup> ed. Vol-I & II., New Delhi: Mc Graw Hill Company.
- Maheshwari, S.N. & Maheshwari, S.K. (2018). Financial Accounting. 6th ed. Noida: Vikas PublishingHouse.

**Reference Book:**

- Jain, S.P. & Narang, K.L (2021). Fundamentals of Corporate Accounting, 23<sup>rd</sup> ed. New Delhi: Kalyani Publishers.

**Course Objective:**

To familiarize with the basic concepts, and techniques of marketing management for analyzing and solving marketing problems in the complex and fast changing business environment

SI No.	Course Outcome	Bloom's Level
CO1	Define the concepts of marketing management	BT-I
CO2	Explain principles of marketing management.	BT-II
CO3	Apply the marketing mix strategies for a product / service	BT-III
CO4	Analyze the effectiveness of market strategies for a product/service	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Marketing Management</b> Defining marketing and the marketing process, creating customer value and engagement, developing marketing strategies and plans, building customer value and relationship. <b>Competitive Strategic Analysis</b> – Macro level external environment, competitive environment, internal environment, SWOT analysis	16
II	Use of Information for Marketing Decisions Managing Marketing Information, consumer market and business market, buying behavior of individual consumer and business buyer. Marketing Strategies–segmentation strategy, target market selection, positioning strategy, CRM	14
III	<b>Develop the Value Offering</b> Marketing Mix – the 4P's (Product, Price, Place and Promotion) Product – product life cycle, developing new products/services, brand management, brand equity, branding decisions, service quality Price – pricing strategies, competition-oriented pricing approaches, break even pricing. Place – Channel management: multiple channels, electronic channels, vertical marketing system, horizontal marketing systems Promotion – promotion mix, developing Integrated Marketing Communication ,Strategy, different forms of communication strategy	16
IV	Broadening the Marketing Horizon Green Marketing, Rural marketing, International marketing, Internet marketing, E-commerce, Marketing strategies for market leaders, challengers, followers and niches	14
	<b>Total</b>	<b>60</b>

**Text Books:**

- Kotler, P. & Keller, K.L. (2015). Marketing Management. 15th Ed., Pearson Publication
- Kotler, P. (2019). Principles of Marketing 17th Ed., Pearson Publication

**Reference Book**

Saxena, R. (2019). Marketing Management. 6th Ed., McGraw Hill Publication

**Course objective:**

This Course explores various topics in managerial economics, including applications, regression analysis, optimisation, consumer behaviour, cost relationships, competitive markets, uniform pricing, and recommendations for a chosen company. The focus is on weekly topics and analysing perfectly competitive markets.

SI No.	Course Outcome	Bloom's Level
CO1	Define the nature, scope and significance of managerial economics, and its relationship with other disciplines.	BT-I
CO2	Explain the relationships between production and costs, key characteristics and consequences of different forms of markets	BT- II
CO3	Apply economic principles to management decisions.	BT-III
CO4	Analyze economic information and examine the understanding of micro and macro-economic problems.	BT-IV

**Detailed syllabus:**

Module	Course Content	Periods
<b>I</b>	Nature, Scope, Definitions of Managerial Economics, Kinds of Economic Decisions, Contribution and Application of Managerial Economics to Business. Objectives of a firm, Principal Agent problem. Demand- Demand function, Individual and Market demand, Law of demand and its exceptions, Change in demand, Elasticity of demand-price, income, cross, Advertising elasticity, Methods and degrees of price elasticity, Factors affecting elasticity, Theories of supply: Supply function, Law of supply, Elasticity of supply, Factors affecting supply, Concept of Market Equilibrium, Demand Forecasting.	14
<b>II</b>	<b>Consumer Behaviour:</b> Consumer sovereignty-limitations, Approaches to the study of consumer behaviour- Cardinal approach-the law of equi-marginal utility, Ordinal approach – indifference curve analysis-properties, Consumer Choice, Consumer preferences, Revealed preferences, – consumer surplus – meaning- analysis limitations. Price, income and substitution effects. Giffen goods. Engel curve. <b>Production function</b> -one variable inputs, two variable inputs, different types of production function, stages of production; optimizing behaviour in long run: isoquants, isocost line, optimal combination of resources; Returns to scale; Economies and diseconomies of production, Cost of production: Short-run and long run cost concepts, Modern cost concepts, Relationship between MC and AC, Revenue analysis: TR, AR and MR	18
<b>III</b>	<b>Perfect competition:</b> basic features, short run equilibrium of firm/industry, long run equilibrium of firm/industry, effect of changes in demand & cost; <b>monopoly:</b> basic features, short run equilibrium, long run equilibrium, effect of changes in demand & cost; price discrimination; <b>monopolistic competition:</b> basic features, demand and cost, short run equilibrium, long run equilibrium; <b>oligopoly:</b> Cournot's model, kinked demand curve model, dominant price leadership model; Game Theory	14
<b>IV</b>	<b>Macro Economics:</b> Economic Reforms- Pre-1991, reform in 1991 and post-1991 economic reforms, Liberalization, Privatization and Globalization, Impact of Globalization, Role Of Government: Monetary and Fiscal Policies In India, Role of Private Sector, Public sectors in India: Role, Problems and measures to improve	14

	Planning in India: Objective, Achievements and failure of planning in India, Niti Aayog; National Income-Concepts, Measurement And National Income, Deflator, Trade Cycle-Phases And Characteristics, Inflation- Causes And Measures.	
	<b>Total</b>	<b>60</b>

**Text Books:**

- Rubinfeld & Pindyck. (2022). Microeconomics, 9th edition, Pearson Education
- Geetika, G., Piyali, C. & Roy, P. (2013). Managerial Economics, 3<sup>rd</sup> edition, Mc GrawHill Education, New Delhi

**References Book:**

- Dominick Salvatore (2009). Principles of Microeconomics, 5th edition. Oxford University Press

**Course Objective:**

To equip students in using quantitative methods and model building for solving business problems and effective decision making.

Sl. No.	Course Outcome	Bloom's Level
CO1	Define various quantitative approaches for taking business decisions.	BT-I
CO2	Classify the various statistical tools and techniques for descriptive and inferential analysis of the data.	BT-II
CO3	Solve optimization problems using linear programming, transportation and assignment models.	BT-III
CO4	Examine the future values of variables using correlation and regression analysis.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
<b>I</b>	Statistics and its importance for managers, Data collection, Quality of data, Descriptive statistics- Measures of Central Tendency-Mean, Median, Mode, Measures of Dispersion-Mean Deviation, Quartile Deviation, Standard Deviation, Variance, Coefficient of variation.	12
<b>II</b>	Probability and Probability Distributions- Concept of probability, probability rules, joint and conditional probability, Bayes' theorem Concept of Random variables, Discrete probability distributions-Binomial and Poisson Distribution, Continuous Probability Distribution-Normal Distribution.	16
<b>III</b>	Inference from Samples: Sampling from a Population, Sampling Distribution of the Sample Mean, Introduction to Hypothesis Testing, Type I and Type II Errors, Chi-square test, Sign test, Mann-Whitney U test, Wilcoxon signed-rank test, Kruskal Wallis test, Kolmogorov-Smirnov test. Correlation & Regression-fitting of the linear model, using Regression for prediction.	16
<b>IV</b>	Linear Programming Problems (LPP)- Quantitative analysis and decision making, Mathematical Formulation, Applications of LP in Marketing, Finance, Operations management, Graphical method for solving LP problems, Duality. Transportation problem and transshipment problem. Assignment Problem.	16
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Sharma, J.K. (2018). Business Statistics (4th edition), India: Vikas Publishing.
- Anderson, D., Sweeney, D., Williams, T., Camm, J., & Cochran, J. (2019). Statistics for Business & Economics (13th ed.). India: Cengage Learning.

**Reference Book:**

Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2019). An Introduction to Management Science: Quantitative Approaches to Decision Making (14th ed.). India: Cengage Learning.

**Course Objective:**

To develop entrepreneurial mindset by understanding entrepreneurial process and analyzing situations, understanding the possible financing options, also exploring the issues relating to creation and management of start-ups.

Sl. No.	Course Outcome	Bloom's Level
CO1	Relate the concept of venture planning by systematically implementing the design thinking process	BT-I
CO2	Outline the strategies for structural set-up of start-ups	BT-II
CO3	Apply the key determinants of valuation funding options and venture capital financing	BT-III
CO4	Analyze the growth strategies for venture and intellectual property for start-ups	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
<b>I</b>	<b>Basic concept of Entrepreneurship /Start-Ups:</b> Evolving Concept of Entrepreneurship, Meaning of Entrepreneurship, Entrepreneurial Traits, Big Companies VS Start-ups, Business Environment & Start-Ups, Start-Ups Ecosystems, Mission, Vision , Values ( MVV) and creating a great Company Culture. Stages of growth in start-ups, Types of Start-Ups, Steps for Growth of a Venture, Mistakes Start-Ups make, The process of choosing the right Idea for a Start-up, Factors to consider in launching a new business, Discussing on key components on which Entrepreneurship revolves- Idea Generation &Techniques of Idea Generation, Opportunity Identification & its Evaluation, Idea Validation, Resource Organization & Value creation, The start-ups movement in India, Design Thinking Process, Role of Digital Technologies, Early Vs Late –Stage Entrepreneurship, Serial Entrepreneurship.	14
<b>II</b>	<b>Strategy for Start-Ups :</b> Structural Set-up & Organization Structure <b>Business Strategy:</b> Start-up Strategy & Timing the Entry, Scale-up Strategy, Competing against giant- competitors, Entrepreneurial judo, Pivoting Strategy, Risk Minimization Strategy, Acquisition Strategy. <b>Marketing Strategy:</b> Marketing Principles common to B2B and B2C Models, B2C Marketing,B2B2C Model, B2B Marketing, <b>Creativity and Innovation:</b> Types of Innovations, Prototypes to validate new Start-Up Ideas, Rapid Prototyping Methodologies & its types, Lean Start-up Principles, Learning and Failing Fast.	16

<b>III</b>	<p><b>Key Determinants of Valuation:</b> Idea, The Team and the Business Plan. Business Plan &amp; its Key elements, Basics of a Business Plan, Business Plan Drivers, Perspectives in Business Plan Preparation, Pitching a Business Plan, Reason for failure of Business Plan, Tools to Estimate Level of Financing a New Business,</p> <p><b>Exploring Funding Options:</b> Funding a Start-ups- Bootstrapping, Crowd sourcing, Angel Investors, Private Equity Firms.</p> <p><b>Venture Capital Financing:</b> Definition of Venture Capital, Business Analysis of Project by Venture Capital Firms (VCFs), Characteristics of Venture Capital, Stages of Venture Capital Financing, Structure and Sources of Venture Capital Funds, Project Valuation Methods, Exit Routes, Venture Capital Financing in India, Legal &amp; Regulatory Framework of VCFs. Idea to IPO:IPO &amp; motives to come up with IPOs, Advantages &amp; Disadvantages of going Public.</p>	16
<b>IV</b>	<p><b>Managing Growth:</b> Growth Strategies for Ventures, Venture Development Stages, scaling up, Need for continuous Innovation and Feedback, Key Managerial Issues, Mistakes start-ups make, managing start-ups during downturn, Frequent causes of failures, Exit Strategy for Entrepreneurs.</p> <p><b>Intellectual Property Rights:</b> IP Rights, Role of IP in the Entrepreneurial journey of start-ups, Advantages of Patenting for Start-Ups.</p>	14
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Khandwalla, P. (2003), Corporate Creativity, Tata Mc Grow Hill, New Delhi
- Kumar Arya, Entrepreneurship- creating and leading an Entrepreneurial organization, Pearson, Noida

**Reference Book:**

Mullins, W.J & Kamisar, R. (2009), Getting to Plan B: Breaking through to a better business model. Harward Business Press

**Course Objective:**

The student shall be able to develop strategic business systems utilizing information technology infrastructure and business intelligence tools to enhance organizational performance and competitiveness.

Sl No.	Course Outcome	Bloom's Level
C01	Define the information system components to align technology with the business objective	BT-I
C02	Relate the databases and business intelligence tools to access information and enhance decision making	BT-II
C03	Apply the appropriate telecommunication and e-business technologies	BT-III
C04	Simplify the strategic business system integrating knowledge management and artificial intelligence, showcasing advanced synthesis skills in system development.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Information System</b> Information system introduction, management, organization and technology components, dimensions of information system, information systems in business, components of information systems, strategic business objectives of information systems, fundamentals of strategic advantage, impact of information systems in organization, development of competitive strategies using information systems, using information systems for strategic advantage.	14
II	<b>Information Technology Infrastructure:</b> What is IT infrastructure, stages and drivers of IT infrastructure, components, current trends in the computer hardware and software platforms, challenges of managing IT infrastructure and solutions <b>Foundation Of Business Intelligence:</b> Databases and Information Management, capabilities of DBMS, tools and technologies for accessing information and improving business performance and decision-making telecommunications, Internet and wireless Technology: components of telecommunication network and network technologies, types of networks, internet and e-business, tools and technologies for wireless networking and communication.	16
III	<b>Key E-business Applications:</b> <b>Enterprise Applications:</b> managing at the enterprise level, supply chain management: the business network, CRM: the business focus, ERP: business backbone-Commerce: e-commerce fundamentals, features of e-commerce, digital markets and digital goods, e-commerce models, role of m-commerce in business, m-commerce applications, issues in e-commerce. <b>Managing knowledge and Artificial Intelligence:</b> role of knowledge management in business, AI and machine learning, major types of knowledge management systems,value for the business firms. <b>Decision Making:</b> different types of decisions, use of information systems in decision making, role of business analytics and intelligence in decision making.	18

<b>IV</b>	<b>Developing and Managing Systems:</b> IT planning fundamentals, activities in the system development process, methodologies for modeling and designing systems, methods for building IS, implementing strategic business systems, managing global system, strategies for developing global system, challenges and issues for global information system	12
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Laudon, K.C & Laudon, J.C (2019). Management Information System: Managing the Digital Firm. 16th Edition. Pearson Publication
- O'Brien, J. & Marakas, G.M. (2013). Introduction to Information System. 16th Edition. McGraw Hill Publication

**Reference Book:**

Jawadekar, W.S. (2020). Management Information System. 6th Edition. McGraw Hill Publication.

**Course Objective:**

To develop critical thinking, problem solving, and professional communication abilities essential for business settings, covering verbal, non-verbal, written, and digital formats

**After the completion of the course, the students will be able to:**

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Understand and define principles of business communication and models of effective communication	BT-I
CO2	Illustrate non-verbal, verbal, and written communication in business environment	BT-II
CO3	Identify the communication theories to real-world professional cases and assess communication effectiveness.	BT-III
CO4	Analyze communication networks, barriers, and non-verbal elements in organizational settings	BT-IV

Modules	Course Content	Periods
I	<b>Introduction to Business Communication:</b> Concepts, Communication Process, Networks in Organizations, Types and approaches of Communication, Effective Communication Skill, Barriers to Communication.	8
II	<b>Verbal Communication and Interview Skills:</b> Introduction, types of managerial speeches- Speech of introduction, Speech of Thanks, Occasional Speech, theme- based speech. Interviewing skills: appearing in interviews; conducting mock interviews.	8
III	<b>Group Communication:</b> Introduction, Mode of Communication, principles covering the use of audiovisual media. Public speaking and negotiations; Principles of effective presentation.	6
IV	<b>Written Communication Fundamentals:</b> Business Letters Drafting, Emails, Memos, Editing Process, Formal Reports, drafting proposals, creating executive summaries, and report writing format and guidelines, structure of professional documents- Memos, minutes and notices.	8
	<b>Total</b>	<b>30</b>

**Textbooks**

- Lesikar, R.V. & Flatley, M.E. – Basic Business Communication, McGraw-Hill Education.
- Bovee, Courtland & Thill, John – Business Communication Today, Pearson Education

**Reference Books**

- P.D. Chaturvedi & Mukesh Chaturvedi – Business Communication: Concepts, Cases and Applications, Pearson

# SYLLABUS SEMESTER 2

**Course Objective:**

To introduce and familiarize the students with the concepts of human resources management and the different aspects of managing people in the organizations from the stage of acquisition to development, retention, and maintenance.

SI No.	Course Outcome	Bloom's Level
C01	List the key issues related to administering the human element in an organization	BT-I
C02	Summarize the concepts of human resource planning and management	BT-II
C03	Apply the process of recruiting, selecting and training the employees	BT- III
C04	Analyze the human resource management system and practices.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	Foundations and Principles of Managing People in Organizations, Contemporary issues and challenges in managing human resources; HRM practices in India. Role of an HR Manager. Changing role of HRM: Workforce diversity, Technological change, Restructuring and right sizing, Competency mapping, Employee Empowerment; TQM, E-HR. Impact of HRM practices on organizational performance.	16
II	Human Resource Planning: Requisite for successful HRP, Barriers to HRP, Human resource forecasting; Workload analysis. Demand and Supply Forecasting, Downsizing and Retention; Talent Acquisition Job analysis: Meaning, purpose, content of Job analysis, Methods, Job Description: meaning, Job specification, Job design-Job characteristic approach to job design.	14
III	Recruitment, Selection, Training, and Development Factors affecting recruitment; Sources of Recruitment (internal and external); Environmental factors affecting recruitment: Social, Economic, and Legal. Basic selection model; Need for scientific selection psychological tests for selection; Interviewing; Distinguishing selection & recruitment, Placement and Induction; Internal Mobility. Training and Development: An overview, Training methods - on the job and off the job methods, Training wheel.	16
IV	Performance Appraisal and Compensation Management: Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods MBO, 360 Degree Appraisal, Behaviorally Anchored Rating Scale, Potential Appraisal, Human Resource Audit. Problems in performance appraisal central tendency, halo effect, unclear standards, lenient cyor strictness, Recency effect, Biasness.	14
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Aswathappa, K. (2013). Human Resource Management-Text and Cases. 7th Edition. New Delhi: Tata McGraw Hill Education Pvt Ltd.
- Denisi, Griffin, Sarkar (2016).HR: A South-Asian Perspective. 1st edition, New Delhi: Cengage Learning.

**References Book:**

Dessler, G. & Varkkey, B. (2020). Human Resource Management. 16th Edition. New Delhi: Pearson Education Inc.

**Course objective :**

To familiarize the students, with different methods and techniques of cost and management accounting, so that students are able to analyze and evaluate information relating to cost control and understand relevance of standard costing and budgeting to undertake performance evaluation

SI No.	Course Outcome	Bloom's Level
C01	List the basic concepts of Cost and management Accounting	BT-I
C02	Illustrate the uses of the various accounting techniques	BT-II
C03	Apply the techniques of costing	BT-III
C04	Analyze the techniques of budgetary control.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Cost and Management Accounting:</b> Overview of Cost & Management Accounting, Role of Cost & Management Accounting, Classification of Costs, Methods and Techniques of Costing, Basic Cost concepts, Cost Centre & Cost Units, Preparation of Statement of Cost.	14
II	<b>Cost classifications &amp; Cost Analysis :</b> Accounting for Materials: Material Control Tools & Techniques, Pricing the issues of Materials; Accounting for Labour: Employee cost- Accounting & Control, Efficiency rating procedures, Remuneration System and Incentive Schemes, Labour Turnover. Accounting for Overheads: Classification of Overheads, Allocation, Apportionment and Absorption of overheads, Disposal of Over/ Under Absorption of Overheads.	16
III	<b>Techniques of costing:</b> Marginal Costing: Introduction, Distinction between Marginal Costing and Absorption Costing, Cost-Volume-Profit Analysis, Marginal Costing and Short – Term Decision-Making. Budget and Budgetary control: Introduction to Budget & Budgetary Control, Relationship with Standard Costing, Objectives and Functions of Budgeting, Essentials of Successful Budgeting, Limitations of Budgetary Control, Establishment of Budgets, Inter- relationship of Different Budgets, Preparation of Budgets, Master Budget & Functional Budgets, Fixed and Flexible Budgeting, Recent trends in budgeting- Performance Budgeting and Zero-based Budgeting. Standard Costing: Standard Costing and Budgetary Control, Uses and Advantages of Standard Costing, Limitations of Standard Costing, Variance analysis to control cost, Computation and analysis of direct materials variances, direct labor	16

	variances, overhead variance, Sales Variances, Responsibility for Variances & Disposal of Variances,	
<b>IV</b>	<b>Cost Management and Performance Evaluation:</b> Responsibility Accounting: Uses of Responsibility Accounting, Principles or Techniques, Performance evaluation of cost centers, profit centers and investment centers. Cost Management Systems: Activity-based Costing, TQM, Benchmarking, Target Costing.	14
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Arora, M.N. (2021). Cost & Management Accounting– Theory & Problems. 11th Edition. New Delhi: Vikash Publishing House Pvt Ltd.
- Hanif, M. (2020) Modern Cost and Management Accounting. 3rd Edition, Delhi: Tata Mcgraw Hill Education Pvt Ltd.

**Reference book:**

- Kishore, R. M. Cost & Management Accounting, Latest Edition, New Delhi: Taxmann Publications

**Course Objective:**

- To provide understanding of financial concepts and to develop the student's ability to analyses the results in making sound financial decisions
- To develop among the student's ability to use the result from analysis to make sound financial decisions
- To impart knowledge, skills and ability to do financial statement analysis and application of emerging tools of measuring financial performance for sound business decision making in today's complex and challenging business environment.

Sl.No	Course Outcome	Bloom's Level
CO1	Define the basic concept of corporate finance	BT-I
CO2	Explain the strategic corporate financial decision with respect to investment and capital structure	BT-II
CO3	Choose the strategic corporate financial decision by applying the concepts	BT-III
CO4	Analyze the financial decisions in the light of challenging business environment	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<p><b>An Introduction:</b> Finance Functions, Role of the Finance Manager, Goals of a Firm, Agency costs, Risk-return tradeoff, Business Ethics and Corporate Governance.</p> <p><b>Financial Statement &amp; Cash Flow Analysis:</b> Important Financial Statements- Balance Sheet, Income Statement and Cash flow statement, Limitations of Financial Statements, Standardized Financial Statements. Analysis through Comparative Statements Analysis &amp; Trend Analysis. Analyzing financial statements through Ratio Analysis – Definition &amp; Uses of Ratios, cautions in using Ratio Analysis, Types of Ratios, Interlinking the Ratios-(Dupont Analysis), Assessment of Company's performance by EVA, MVA and Balanced Scorecard method.</p> <p><b>Time Value of Money:</b> Basis of Time Value, Present and Future Value of Lump Sum, Annuity, Annuity Due, Growing annuity and Perpetuity.</p>	16
II	<p><b>Investment Decision:</b></p> <p><b>Capital Budgeting:</b> Understanding Capital Investments, Characteristics of Capital Budgeting Decisions, The Capital Budgeting Process, Project Categories, Estimation and Forecasting of Cash flows; Project Evaluation Techniques, Estimation of Relevant Cash flows and Terminal Values,</p> <p><b>Capital Budgeting under Risk &amp; Uncertainty :</b> Understanding Risk, Absolute Measures of Project Risk, Quantifying Risk in Capital Budgeting, Scenario analysis, Sensitivity Analysis, Probability Analysis, Certainty Equivalent Approach, The Decision Tree Approach.</p> <p><b>Cost of capital:</b> Understanding cost of capital, Significance of cost of capital, Opportunity Cost of Capital, Determining cost of components of Capital: cost of equity, cost of debt and cost of preferred stock &amp; Determining Weighted Average Cost of Capital thereof.</p>	16

<b>III</b>	<p><b>Financing and Dividend Decisions:</b> Understanding Capital Structure, Determinants of Capital structure, Relevance of Capital Structure- NI &amp; Traditional Views, Capital Structure- NOI Approach and MM Theory, Optimum Capital Structure, Cost of Bankruptcy.</p> <p><b>Leverage:</b> Meaning of Financial Leverage &amp; its Measures, Financial Leverages and the shareholder's Return, Combining Financial and Operating Leverages, Financial Leverage and the Shareholder's Risk, EBIT –EPS Analysis, ROI-ROE analysis.</p> <p><b>Dividend Policy:</b> Meaning and Kinds of Dividend, Relevance of dividend policy on Firm's Value and Theories on Dividend Policies, Practical Considerations in Dividend policy, Types of Dividend policies followed by Companies.</p>	12
<b>IV</b>	<p><b>Working Capital Management (WCM) :</b></p> <p>Rationale for Working Capital, The objectives of WCM, Working Capital Policies, Factors affecting the Composition of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital Liquidity – Profitability Tangle, Estimation of Working Capital Needs.</p> <p><b>Working Capital Financing:</b> Bank Finance, Public Deposits, Commercial Papers, Factoring, Forfaiting etc.</p> <p><b>Management of Debtors:</b> Credit Policy – Nature &amp; Goals, Optimum Credit Policy, Credit Policy Variables, Monitoring Receivables.</p> <p>Management of Inventory: Need to hold inventory, Inventory management technique and systems. Valuation of Inventory.</p> <p><b>Cash Management:</b> Facets of Cash Management, Motives for Holding Cash, Principles of Cash Management, Cash Management Models, Cash Budget and Cash Forecasting, Optimum Cash Balance, Investment of Surplus Fund, Management of Marketable Securities.</p>	16
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Chandra, P. (2022). Financial Management, Theory & Practice. 11th Edition. New Delhi: Tata Mc GrawHill Publishing Co. Ltd
- Pandey, I.M. (2021). Financial Management. 12th Edition. Noida: Vikas Publishing House Pvt., Ltd.

**Reference Book:**

- Berk J, DeMarzo P. (2023). Corporate Finance", 6th Edition. New York: Pearson Publications

**Course Objective:**

The course aims to develop an understanding of supply chain management practices and their inter-relationships with other organizational functions. This course provides students the necessary analytical tools and prepares them for managing the supply chain operations.

Sl No.	Course Outcome	Bloom's Level
C01	Define the framework and scope of supply chain management	BT-I
C02	Demonstrate an in-depth understanding of supply chain operating areas and their inter-relationships	BT-II
C03	Construct a competitive supply chain using strategies, models, techniques and information technology	BT-III
C04	Analyze the emerging trends and impact on supply chain	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Supply Chain Management</b> Understanding the supply chain, historical perspective, objective of a supply chain, decision phases in a supply chain, enablers of supply chain performance, supply chain strategies, achieving strategic fit, expanding strategic scope, challenges of achieving strategic fit	16
II	<b>Management components of Supply Chain</b> Supply chain drivers and metrics, designing of distribution network, network design in the supply chain, coordination in a supply chain, bullwhip effect, sourcing decisions in supply chains	14
III	<b>Supply Chain Management techniques</b> Demand forecasting, Inventory management techniques, EOQ models, concept of safety stock, buffer stock, aggregate planning, transportation decisions in supply chain	14
IV	<b>Use of IT in Supply Chain Management</b> IT in supply chain management, supply chain IT framework, CRM and supply chain, IT enabled pricing and revenue management in supply chain, IT enabled collaborative planning forecasting and replenishment (CPFR), Role of IT in managing uncertainty in supply chain	16
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Chopra, S., Meindl, P. & Kalra, D.V. (2016). Supply Chain Management; Strategy, Planning & Operation. 6th Edition. New Delhi: Pearson Publication
- Shah, J. (2016). Supply Chain Management-Test & Cases. 2nd Edition. New Delhi: Pearson Publications

**Reference Book:**

Chase, R. (2018). Operations and Supply Chain Management. 15th Edition, New Delhi: McGraw Hill Education (India) Private Limited

Paper: Global Business Environment

Subject Code: BSA034C205

L-T-P-C - 3-1-0-4

Credit Units: 4

### Course Objective:

The course aims to introduce students to the structure and features of the global marketplace and highlights how the environmental factors, i.e. social, economic, cultural and technological aspect, affect International companies and their operations.

Sl No.	Course Outcome	Bloom's Level
CO1	List the objectives and dynamics of business environment	BT-I
CO2	Classify the various strategies of global trade	BT-II
CO3	Apply the strategies of global trade	BT-III
CO4	Analyze the global trade environment.	BT-IV

### Detailed Syllabus:

Module	Course Content	Periods
I	<p><b>Introduction to Globalized business world:</b></p> <p>Understanding Globalization, Globalization Trends, Benefits and Costs of Globalization, Important Factors influencing Globalisation, Progress towards Globalization, Rise of Multi-national Enterprises- evolution, features and dynamics -from the Conglomerate to the Born Global Enterprise, Overview of world's trade and India's trade, Modes of entry in international markets, E-Business vis-à-vis Traditional Business Levels and Indicators of Globalization: World Level Globalization, Country-Level Globalization, Industry Level Globalization, Firm Level Globalization. Recent Measures to Promote Globalization : Trade Measures, Foreign Investment Measures, External Commercial Borrowings, NRI Deposits, Rupee Convertibility, Global Trade and Investment Theories: Mercantilism, Absolute and Comparative advantage theory, Factor Endowment theory, Country Similarity theory, International PLC theory, New Trade Theory, Theory of Competitive Advantage</p> <p>Barriers to Trade: Tariff and Non-Tariff Barriers, Balance of Trade ( BOT) , Balance of Payments ( BOP) .</p>	18
II	<p><b>Institution framework and Trade Agreements:</b></p> <p>Institutional Framework for International Trade in India: Ministry of Commerce, DGFT, EPCs, STE etc.</p> <p>Foreign Trade Environment, Trends and Pattern of India's Foreign Trade, International economic institutions: WTO and IMF, Overview of WTO Agreements, Ministerial Conferences and Emerging issues, WTO and Developing countries.</p> <p>International Economic Integrations: Different Levels of Integration, Major Regional Trade Agreements, India's participation and role., India's Current Foreign Trade Policy.</p> <p>Foreign Direct Investment (FDI): The concept of FDI, Corporate Forms of FDI, Modes of FDI , Multi-Dimensional Gains for Recipient Country, FDI vs FPI,</p> <p>FDI Inflows in India: Major Trends and Patterns, FDI Appeal of the Indian Economy, Present Policy towards FDI, Deterrents To FDI , Drivers of FDI, Environment for FDI in India.</p>	16

<b>III</b>	<b>Global Cultural, Political and Legal Environment</b> Concept of Culture, Comparison of Cross-Cultural Behaviour, Cultural Orientation in International Business, International Political systems And Environment, International Legal systems and Environment. Conflicts and Negotiations in International Business International Marketing Mix Decisions, Product decisions, Pricing decisions, international distribution channels, communication and Promotion Decisions. Country Evaluation and Selection.	14
<b>IV</b>	<b>International Finance and Documentation:</b> International Monetary System. Foreign Exchange markets, Raising Capital Globally via ADRs, GDRs. Interest rate parity and movement of exchange rates, Exchange risk management, Modes of payment and international trade finance. Export import procedure, Terms of Delivery (INCO Terms), Documentation- Commercial documents, Regulatory documents.	12
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Joshi, R.M. (2009). International Business. 1st Edition. New Delhi: Oxford University Press.
- Aswathappa, K. (2015). International Business. 6th Edition. Delhi: Tata McGraw Hill

**Reference Book:**

- Subbarao, P. (2008). International Business Environment. 2nd Edition. Mumbai: Himalaya Publishing House

**Course Objective:**

To develop the understanding of the basic framework of research process and the ability to conduct the research independently.

SI No.	Course Outcome	Bloom's Level
CO1	Relate the concepts and key terms of business research methods	BT-I
CO2	Compare the different theories, design, methods of business research	BT-II
CO3	Construct conceptual models based on theories	BT-III
CO4	Analyze the methods and techniques for the acquisition, analysis of data and reporting of the findings	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introducing Research:</b> Meaning and overview of business research, Research Method and Research Methodology, Role of Business research, Types of Research, Research Process, Research Problem identification, Types of Research Design, Choosing a Research Design. Ethics in research.	14
II	<b>Data Sources, Measurement and Data Collection</b> Sampling Considerations- Methods, Size determination, Scales of Measurement, Scale Construction, Scale Evaluation - Reliability, Validity and Practicality. Observation: Different types of observation, Criteria of selection of an ideal method in different situations. Qualitative Research Methods, Quantitative Research Methods, Questionnaire- Variables identification, construction and design and Pilot testing	16
III	<b>Data handling and Analysis (with application of Software)</b> Editing, Coding, Decoding and Data entry, Descriptive statistics, hypothesis testing- steps, formulation. Parametric and Non parametric test-Normality test, Chi Square, difference t, Z, ANOVA, test of relationship, Wilcoxon Signed Rank, Maan-Whitney U test, Friedman test	16
IV	<b>Advanced Data Analysis, Interpretation and Reporting:</b> Introduction to Factor Analysis, Discriminant Analysis, Conjoint Analysis, MDS in business research Research Report writing: Content and layout, Quality of Reporting, Referencing and Bibliography.	14
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Malhotra, N. K (2019). Marketing Research: An Applied Orientation. 7th Edition, New Delhi: PHI Learning Pvt. Ltd
- Churchill, A. G., Iacobucci, D. & Israel, D (2010). Marketing Research: A South Asian Perspective. India Edition. Delhi: Cengage Learning India Pvt Ltd

**Reference Book:**

- Beri, G.C. (2020). Marketing Research. 6th Edition. New Delhi: Tata McGraw Hill

**Course Objective:**

To understand the importance of Operations Management and its related functions in an organization and to enable the students to apply the key concepts, principles and theories of Operations Management in real time conditions.

SI No.	Course Outcome	Bloom's Level
CO1	Define the key concepts and issues of operations management for both manufacturing and service organizations.	BT-I
CO2	Understand the concepts acquired in designing the operations for goods and services.	BT-II
CO3	Apply the tools and techniques of production operations management in an organization.	BT-III
CO4	Examine the quality standards of the products and processes with the knowledge of quality control tools and techniques.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Operations Management</b> Introduction, Operations and Productivity, Productivity Challenge, Labour Productivity, Multifactor Productivity, Productivity in the services sector, New Challenges in Operations Management, Operations Strategy in Global Environment, Forecasting, Applications of Operations in Project Management	14
II	<b>Designing Operations</b> <b>Designing of Goods and Services</b> – Product Design, Issues in product design, Service design, application of decision trees in product design <b>Facility Location analysis</b> – steps, techniques, factors affecting location analysis <b>Facility Layout Analysis</b> – types of layout, factors affecting layout, assembly line Balancing. <b>Job Design and Work Measurement</b> – Job design, Job Expansion, Ergonomics and Work Environment, Methods Analysis	16
III	<b>Managing Operations</b> <b>Maintenance Management and Reliability:</b> Strategic Importance of Maintenance, Implementing Preventive Maintenance, Total Productive Maintenance <b>Just in Time and Lean Operations:</b> JIT, Lean Operations in Production and Services Sector <b>Aggregate Planning:</b> Different types of aggregate planning, level strategy, chase strategy, aggregate planning techniques Material Requirement Planning: MRP structure, MRP in services <b>Short Term Scheduling:</b> Importance of scheduling, loading of jobs, sequencing jobs, scheduling services	16
IV	<b>Quality Management:</b> Nature and Evolution of Quality Management, Total Quality Management concepts, Six Sigma, QFD, Statistical Process Control, Control Charts, Types of Control Charts, Acceptance Sampling, Quality Control Tools	14

	<b>Total</b>	<b>60</b>
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**Textbooks:**

- Heizer, J. (2023), Operations Management, 14th Ed. Pearson Publication
- Mahadevan, B. (2019), Operations Management: Theory and Practice, 3rd Ed. Pearson Publication

**Reference Book**

Kaniska. B, Production and Operations Management, Oxford University Press

<b>Subject Code: BSA034C208</b>	<b>Course Level: 100</b>
<b>Credit Unit: L-T-P-C: 1-1-0-2</b>	<b>Scheme Of Evaluation: (T)</b>

**Business Communication -II**

**Course Objective:**

To foster an all- round development of students by focusing on soft skills and also to make students aware of the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice.

**After the completion of the course, the students will be able to:**

Sl No.	Course outcome	Bloom's Taxonomy Level
CO1	Define the basic principles of effective communication	BT-I
CO2	Illustrate the advanced soft skill techniques to achieve academic and professional mastery	BT-II
CO3	Identify the potential through practical experiences fostering personal and professional growth	BT-III
CO4	Examine the application of different communication techniques in the day-to-day operations of an organization	BT-IV

Modules	Course Content	Periods
I	Verbal Communication includes Planning, Preparation Delivery, Feedback and assessment of activities like: Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, body language	8
II	Etiquettes that include etiquettes in social as well as office settings, email etiquettes, telephone etiquettes, social media etiquettes etc. Improving Personal Memory, study skills that include rapid reading, notes taking and creativity. Problem solving and decision-making skills, perceptive, conceptual, creative, analytical and decisive.	8
III	Time management skills, HR skills: leadership, communication, negotiation, motivation (interpersonal and intergroup). Risk taking skills--Organizing skills: Events management	8
IV	Types of presentation aids, importance of using Presentation aids, methods for effectively creating presentation aids; Written communication that includes project proposals, brochures, newsletters, articles, business letters	6
	<b>Total</b>	<b>30</b>

**Text Books**

- Lesikar, R.V. & Flatley, M.E. – Basic Business Communication, McGraw-Hill Education.
- Bovee, Courtland & Thill, John – Business Communication Today, Pearson Education

**Reference Books**

- P.D. Chaturvedi & Mukesh Chaturvedi – Business Communication: Concepts, Cases and Applications, Pearson

# SYLLABUS SEMESTER 3

**Course Objective:**

To expose students to various perspectives and concepts in the field of Strategic Management and develop skills for applying these concepts for finding solutions of business problems.

Sl No.	Course Outcome	Bloom's Level
C01	Relate with the different levels of Strategies and Concepts	BT-I
C02	Outline appropriate strategies for diversification,outsourcing etc	BT-II
C03	Develop the strategies considering different frameworks	BT-III
C04	Analyze strategies for effective leadership and standard of ethics.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	Foundation of Strategic Management: Strategic intent-concept of stretch, leverage and fit, how businesses are defined based on their vision, mission, goals and objectives, Strategic decision making, Schools of thought, Model of strategic management process, Porter's 5 forces framework, Environment scanning, Environmental appraisal.	16
II	Strategy Formulation: Corporate level strategies- Stability, Expansion, Merger, Retrenchment, Restructuring, Business level strategies- Cost leadership, Differentiation, Focus, Functional level strategies, Concept of generic strategies, Triple Bottom Line, Strategic Analysis and Choice.	16
III	Strategy Implementation: Barriersof implementation, Modelof implementation, Project and procedural implementation, Structural implementation, Behavioural implementation, Functional and Operational Implementation, 7-S framework.	14
IV	Strategy Evaluation & Control: Barriers of Evaluation, Pre-requisites of implementation of strategic control, Premise control, Strategic surveillance, special alert control, Operational control, Techniques of evaluation &control, Business Portfolio Analysis	14
	<b>Total</b>	<b>60</b>

**Text Books:**

- Kazmi, A. (2020). Strategic Management & Business Policy. 5th Edition. New Delhi: McGraw Hill Education.
- Pearce, J. & Robinson, R. (2018). Strategic Management: Formulation, Implementation and Control. New York: McGraw Hill Education

**Reference Book:**

- Thomas L. W. & Hunger, J. D. Strategic Management & Business Policy. 16th Edition, New Delhi: PearsonEducation,

**Course Objective:**

To develop capabilities in the students for analyzing different situations in the business scenario involving constraints and applying various optimization techniques for decision making

Sl No.	Course Outcome	Bloom's Level
C01	Relate the concepts and models of operations research in solving business problems	BT-I
C02	Interpret the models of operations research	BT-II
C03	Develop models based on simulation and game theory.	BT-III
C04	Analyze the models to optimize outcomes	BT-IV

**Detailed Syllabus :**

Module	Course Content	Periods
I	<b>Introduction to Decision Making</b> Introduction to Decision making models, Building a decision model using Simplex Method, Big M method, Two-phase method, Use of Excel Solver and TORA to make decision making model	14
II	<b>Routing Algorithm</b> Decision making Optimization using the MODI and Stepping Stone method, Travelling Salesman Problem <b>Sequencing Problem</b> Solution of Sequencing Problem, Processing n Jobs through 2 Machines – Processing n Jobs through 3 Machines – Processing 2 Jobs through m machines – Processing n Jobs through m Machines.	16
III	<b>Game Theory</b> Formulation of two persons zero sum game, solution of game by using minimax (maximin) strategy having saddle point, mixed strategy, rule of dominance – pure dominance and mixed dominance to solve a 2X2 game, graphical method to solve 2xn and mx2 game <b>Simulation</b> Introduction, Monte Carlo Simulation	14
IV	<b>Queuing Theory</b> Introduction, structure of a queuing system, probability distribution in a queuing system, classification of queuing models – single server model with infinite population, single server model with finite population, multiple server model with infinite population <b>Replacement Theory</b> Introduction, replacement of items that deteriorate gradually, replacement model for items that fails suddenly, other replacement models	16
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Sharma, J.K. (2015). Operations Research: Theory and Applications. 6th Edition. Delhi: Macmillan Publishers India Pvt.Ltd
- Vohra, N.D. (2021). Quantitative Techniques in Management. 6th Edition. New Delhi: Tata McGraw Hill

Education Pvt Ltd

**Reference Book**

- Gupta, P. & Hira, D. S. (2022). Problems in Operations Research. 7th Edition. New Delhi: S Chand & Co.

**Course Objective:**

The course aims to enhance students' understanding of legal issues in business, enabling business managers to make decisions in line with local laws, understanding the basic nature of law, dispute resolution, and its connection to various fields.

SI No.	Course Outcome	Bloom's Level
CO1	Outline the various laws on business	BT-I
CO2	Explain the fundamental legal principles behind contractual Agreements	BT-II
CO3	Identify the rules and regulations impacting managerial functions	BT-III
CO4	Examine the legal aspects of business using cases.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<p>Indian Mercantile Law – concept and elements - Law of contract: Nature – classification - Agreement and Contract - Offer and Acceptance - Consideration and Capacity to Contract - Free Consent, Performance &amp; Discharge of Contract - Breach of Contract - Contract of Agency.</p> <p><b>The Sale- of Goods Act :</b>  <b>Contract of sale:</b> Essentials of a Contract of Sale, Sale &amp; Agreement of Sale distinguished, Goods- Meaning and Classification, Effect of Perishing of Goods, Price &amp; Mode of Fixation of Price.  <b>Conditions &amp; Warranties:</b> Conditions defined &amp; Kinds of Conditions, Warranties defined &amp; Kinds of Warranties, Doctrine of Caveat Emptor, Transfer of Ownership in Goods, Passing of Risk.  <b>Unpaid Seller:</b> Unpaid Seller defined, Rights of unpaid seller.</p>	16
II	<p><b>Law relating to Partnership:</b>  <b>The Law of Partnership:</b> Definition of Partnership &amp; its Essential Characteristics, True test of Partnership, Formation of Partnership.  Registration of a firm, Effects of Non- Registration, Rights &amp; Duties of a Partner, Liability of a Partner, Implied Authority of Partner.  Distinction between Dissolution of a Partnership &amp; Dissolution of a Firm, Reconstitution and Dissolution of a Firm.  <b>Limited Liability Partnership (LLP):</b> Meaning &amp; Nature of LLP, Advantages of LLP, Main Features of LLP, LLP Vs. Partnership, LLP Vs. Company, LLP Agreement, Incorporation of LLP, Accounts &amp; Return, Winding UP &amp; Dissolution.</p>	14
III	<p><b>The Consumer Protection Act,2019: Genesis of Consumer Protection Law in India,</b> Objects, Applicability, Basic definitions and Concepts, Rights of Consumers, Consumer Protection Councils, Central Consumer Protection Authority, Concept of Product Liability Redressal Mechanism under CP Law, Nature &amp; Scope of Remedies available to Consumers. Intellectual Property Rights:  Regulatory Structure and compliance, The Patent Act, 1970, The Copyright Act, 1957 and The Trade Mark Act, 1999</p>	16
IV	<p><b>Introduction to company law:</b> Scope of Company's Act, 2013, Machineries set up for company law administration, Meaning, Nature &amp; features of a company, Kinds of Companies, Lifting the corporate veil.  <b>Formation of a company:</b> Promotion of a company, Promoters &amp; their Position, Incorporation of a company, Memorandum of Association, Articles of Association</p>	16

	<p>Conversion of companies already registered, Doctrine of Ultra-Vires. Prospectus and Allotment of Securities:</p> <p>Public offer Vs. Private Placement, Prospectus &amp; its contents, Statement in lieu of Prospectus, Shelf Prospectus, Red herring prospectus, Golden rule of framing of Prospectus, Misstatement in Prospectus &amp; Remedies for misstatement, Allotment of shares, Irregular Allotment &amp; its effects.</p> <p><b>Share Capital:</b> Kinds of share capital, Voting rights, Transfer and Transmission of Securities, Issue of Sweat equity shares, Issue of Right &amp; Bonus shares, Power of company to purchase its own securities, Issue of shares at a premium.</p> <p><b>Membership of a company:</b> Member &amp; Shareholder, Eligibility for membership, Modes of acquiring membership, Termination of membership, Rights &amp; Liabilities of members.</p> <p><b>Company Administration &amp; Meetings:</b></p> <p><b>Board of Directors:</b> Board Constitution &amp; Powers, Board Composition, Board Committee</p> <p>Directors &amp; Types of Directors, Appointment &amp; Reappointment of Directors, , Disqualifications of Directors, Vacation of office, Resignation, Retirement &amp; Removal of Directors , Removal&amp; Resignation of Directors, Rights &amp; Duties of Directors.</p> <p>Board Meetings &amp; General Meetings: Requisites of a valid Meeting, Resolutions, Minutes, Types of General Meetings, Voting &amp; its types.</p> <p><b>Accounts of Companies:</b> Books of Accounts, Financial Statements, Annual Return, Annual Report.</p>	
	<b>Total</b>	<b>60</b>

**Text Books:**

- Kapoor, N.D (2022), Elements of Mercantile Law, New Delhi, Sultan Chand & Sons.
- Gupta, P. (2019). Legal Aspect of Business. Noida: Vikash Publishing House Pvt. Ltd.

**Reference Book:**

- Kumar, R. (2021). Legal Aspects of Business. 5th Edition. New Delhi: Cengage Learning.

**Course Objective:**

Understanding best HR practices for talent management and managing talent for teams and organizations. To familiarize the developments of performance management learning.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the best HR practices for talent management	BT-I
CO2	Illustrate the latest development in the field of performance management	BT-II
CO3	Develop a step-by-step procedure for managing talents in an organization	BT-III
CO4	Examine contemporary organizational practices of talent acquisitions and management.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Acquisition of Talent: Introduction.</b> Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage. Best HRM Practices for managing talent/star employees	10
II	<b>Insights into practices of talent acquisition.</b> Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc. employer branding and talent management; Role of social media in talent management, Diversity and Talent; Talent management and future directions, Preparing a talent development plan.	11
III	<b>Process of managing talent in organization-Performance management</b> Shift of Performance appraisal to Performance management, Performance management model, Performance management system, Competency based performance management system, e-PMS, Goal theory and its' application in performance management, Performance criteria setting ,Competency mapping, Balance Score Card. Strategies for effective implementation, Linking Performance Management with organizational reward system, Concept of Total Reward, Linking performance management with compensation management.	12
IV	<b>Ethics and Performance Management:</b> Role of HR professionals while executing performance management, Excellence for HR professional, Strategic roles for HR professionals, Objectives and significance of ethics in Performance management, Ethical Dilemmas in Performance Management, Principles of ethical performance management, Performance management in the perspective of Indian ethos.	12
	<b>Total</b>	<b>45</b>

**Text Books:**

- Collings, D.G., Mellahi, K. & Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.

- Bagchi, S.N. (2013). Performance Management, 2nd Edition. New Delhi: Cengage Learning India

**Reference Books:**

- Merchant, A. K. & Van der Stede, W. A. (2023). Management Control Systems: Performance Measurement, Evaluation and Incentives. 5th Edition. New Delhi: Pearson Education Limited.
- Sparrow, P., Scullion, H. & Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.

**Course Objective:**

To familiarize the students with the understanding of industrial and labour related laws implemented in the country.

To teach the student the application of IR in the organization to maintain employee relations.

Sl No.	Course Outcome	Bloom's Level
C01	Define the concepts related to industrial relations and labour laws	BT-I
C02	Outline the functioning and objectives of social security laws in India	BT-II
C03	Apply labour laws for maintenance of Industrial relations	BT-III
C04	Analyze the real workplace scenarios regarding labour laws and employee relations	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Industrial Relations:</b> Definition of Industrial Relations, Actors in IR, Process of Collective Bargaining, Status of Industrial Relations in India, Concept, Nature and Legal Framework of Collective Bargaining; Levels of Bargaining and Agreements, Types and Levels of Tripartism, Role of State at the State IR Level; Future Role of the government.	10
II	<b>Social Security Laws:</b> Employees State Insurance Act, 1948: Objectives and applicability of the scheme; Definitions Payment of Gratuity Act, 1972: Applicability and non-applicability of the Act; Definitions. Employee's Compensation Act, 1923: Definitions, scope, applicability The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act.	12
III	<b>Legislations for maintenance of Industrial Relations:</b> Factories Act, 1948: Definitions; Authorities under the Factories Act; Health; Safety; Provisions relating to hazardous processes; Welfare; Working hours of adults; Employment of young persons; Annual leave with wages; Penalties and procedure. Industrial Disputes Act 1947- dispute settlement machineries, Trade Unions Act 1926	12
IV	-aim, scope, registration. <b>Labour welfare and Social Legislations</b> Child Labour Prohibition and Regulation Act, 1986-Meaning, Socio-Legal analysis, Judicial Approach, National Norms; Sexual Harassment at Workplace-Meaning and definition, Legal Analysis, National Norms Gender Justice-Constitutional Aspects, Legal Aspects (Appointment, Conditions of Employment etc.) Managing Employee Grievance; Nature and Cause of Grievance; Guiding principles for Grievance procedure; Grievance Procedure, Workers Education scheme.	11
	Introduction to Contract Labour Regulation and Abolition Act 1970.	

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**Textbooks:**

- Padhi. (2024). Labour and Industrial Laws. 5th Edition. New Delhi: PHI Learning Private Limited.
- Sinha, Sinha and Shekhar (2017). Industrial Relations Trade Unions and Labour Legislations. 3rd Edition. New Delhi: Pearson Publications.

**Reference Book:**

- Monappa A., Nambudiri R. & Selvaraj, P. (2017). Industrial Relations and Labour Laws. 2nd Edition. New Delhi: McGraw Hill Education India Pvt .Ltd.

**Course Objective:**

To develop an understanding of underlying concepts and issues in Consumer decision making process and apply the concepts for marketing decision making.

Sl No.	Course Outcome	Bloom's Level
C01	Define the concepts of consumer behaviour	BT-I
C02	Illustrate the factors influencing consumer decision making process	BT-II
C03	Apply the concepts, theories and models of consumer behaviour for creating marketing strategies	BT-III
C04	Analyze the strategies for improving customer satisfaction	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<p><b>Introduction to Consumer Behaviour:</b> Introduction and key foundations, Consumer Behaviour and Marketing Concept, Interdisciplinary Nature, Customer Value, Satisfaction, Trust and Retention. Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency.</p> <p><b>Consumer Behaviour Models-</b> Howard and Sheth Model, Engel, Kollat &amp; Blackwell Model, Nicosia Model of Consumer Decision Making,</p> <p>Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying Habit: loyalty, inertia and strategic implications for incumbent and entrant.</p>	11
II	<p><b>Consumer as an Individual (part 1):</b> Consumer motivation- dynamics of motivation, types and systems of needs, measurement of motives.</p> <p>Personality and consumer behaviour- personality theories, consumer innovativeness and related personality traits, brand personality Consumer perception-meaning and dynamics of perception, elements of perception, consumer imagery</p>	12
III	<p><b>Consumer as an Individual (part 2):</b> Consumer learning- Meaning of Learning; Behavioral Learning Theories-Classical and Operant Conditioning-Observational Learning; Cognitive Learning Theories; Memory, Schema, Brand Loyalty, Consumer attitude formation and change Nature and function, Attitude formation; Structural Models of Attitude Tricomponent and Multi-Attribute model, Attitude Change-Multi-attribute and ELM and Cognitive Dissonance</p>	12
IV	<p><b>Consumer's Decision-Making Process, Marketing Ethics &amp; Social Responsibility:</b> Consumer Decision Making, Levels of Consumer Decision Making, Views of Consumer Decision Making, Relationship Marketing, Challenges of Customer Satisfaction. Exploitive Targeting, Manipulating Consumers, Social Responsibility</p>	10
	<b>Total</b>	<b>45</b>

**Text Books:**

- Schiffman, L., Kanuk L.L., Ramesh S. N. (2019). Consumer Behavior. 12th Edition, New Delhi: Pearson Education Inc.
- Blackwell, D. R. Miniard, W. Paul, Engel F. James. (2017). Consumer Behaviour. 10th Edition. New **Delhi:** Cengage Learning India Private Limited

**Reference Books:**

- Loudon, D., Della, B. A. (2010). Consumer Behaviour. 4th Edition. New Delhi: Tata Mcgraw Hill.

**Course Objective:**

Develop students' knowledge of key digital marketing theories and apply this knowledge to strategic issues facilitate the effective strategic decision making of a digital marketing

Sl No.	Course Outcome	Bloom's Level
C01	Relate the concepts of digital marketing	BT-I
C02	Outline the social media marketing strategies	BT-II
C03	Apply the digital marketing concepts to develop marketing strategies and plans	BT-III
C04	Outline the strategies for optimization of the digital marketing efforts.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Internet penetration and digital commerce:</b> Web 1.0, Web 2.0 and Web 3.0; Social Media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology	11
II	<b>Digital marketing strategy; Digital conversion funnel:</b> Customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization;	12
III	<b>Online consumer behaviour:</b> Decision making process; problem recognition, information search, evaluation, choice and post purchase behavior; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience	10
IV	<b>Social Media Analytics:</b> Data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Big data, Internet of things Mobile Marketing, E-marketing; Internet marketing strategy: content marketing	12
	<b>Total</b>	<b>45</b>

**Text Books:**

- Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
- Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.

**Reference Books:**

- Giovannoni, E (2020). The Digital Marketing Planning. Brisbane: Chasefive.com.

**Course Objective:**

The students would be able to identify various investment avenues, evaluate investment avenues biased upon risk return. The students will be able to evaluate equity and bond valuation techniques and manage efficient portfolios.

Sl No.	Course Outcome	Bloom's Level
C01	Define the concept of investment, securities market and trading system in stock-exchange	BT-I
C02	Classify the technical and fundamentals concepts and charts, factors of Stock markets	BT-II
C03	Identify equity and bond valuation techniques	BT-III
C04	Examine the different methods of portfolio selection, evaluation and management	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<p><b>Introduction to Investments</b> Concept and Idea of an Investment, Investment Avenues, Differentiating Investments and Speculation, The Investment Process, Evaluating framework of Investments <b>Risk Analysis:</b> Meaning and Elements of Risk, Measurement of Risk, Relationship between Risk &amp; Return. <b>Securities Market:</b> Primary market: IPO process, Book Building, Role of intermediaries, Allotment and listing of securities; Secondary market: Stock Exchanges – Basic working; Regulations of Securities Market and SEBI's roles <b>Trading System in Stock Exchanges:</b> Structure &amp; Working of BSE &amp; NSE, Trading System, Types of Orders, Settlement, Margin Trading, Stock Market Quotations and Indices. Brokerage and other Charges.</p>	12
II	<p><b>Efficient Markets Hypothesis:</b> Random Walk Theory, The Efficient Market Hypothesis, Forms of Market Efficiency- Empirical Tests of Weak Form Efficiency, Semi- strong Form Efficiency, Strong Form Efficiency. Analysis of present understanding on EMH. <b>Fundamental Analysis:</b> Meaning, Importance, Idea of an Intrinsic Value; Economy- Industry-Company Analysis Framework. <b>Economic Analysis:</b> Factors and variables, Economic Forecasting, Forecasting Techniques, Industry Analysis, Company Analysis: Financial Statements Analysis, Forecasting Cashflows and valuation. <b>Technical Analysis:</b> Meaning of Technical Analysis, Basic Principles of Technical Analysis, Dow Theory, Trends and Trends Reversals, Chart Patterns, ROC, Moving Averages, Resistance and Support levels, Candlestick patterns and Other Indicators. Technical Analysis vs Fundamental Analysis</p>	12
III	<p><b>Equity and Bond Valuation Techniques</b> Equity Valuation: Asset Based models, Income based models: Dividend Discount Models: Single Period &amp; Multi Period Models, Zero Growth, Constant Growth, Two Stage, Three Stage, H-Model, Free Cash Flow Model, Relative Valuation Approach, Active &amp; Passive Portfolio Management. Bond Valuation: Bond Characteristics, Bond Prices &amp; Yields, Risk in Bonds, Yield to Maturity, Realized YTM, Theories of Interest Rate: Pure expectation theory, liquidity preference theory, preferred habitat theory, Interest Rate Risk</p>	11

	Bond Duration, Modified Duration, Convexity, Redington Immunization Strategy, Active & Passive Bond Portfolio Management.	
<b>IV</b>	<p><b>Portfolio Management:</b></p> <p>Concepts of Risk and Return: Calculation of Mean, Variance, Covariance, Correlation etc</p> <p>Portfolio Analysis- Expected Return of a Portfolio, Risk of a Portfolio, Risk –Return Calculations,</p> <p>Portfolio Selection- Markowitz portfolio theory: Feasible Set of Portfolios, Creation of Minimum variance and Optimal risky Portfolio; Selecting different risk-return adjustments based on Utility.</p> <p>Single Index Model and Capital Asset Pricing model (CAPM), The Capital Market Line , The Security Market Line, Pricing of Securities with CAPM, Multi-Index Model and Arbitrage pricing theory,</p> <p>Portfolio Evaluation: Performance Evaluation, Mutual Funds, Sharpe’s Performance Index, Treynor’s Performance Index, Jensen’s Performance Index, M2 Measure, Fama Decomposition Model.</p>	10
	<b>Total</b>	<b>45</b>

**Text Books:**

- Chandra: P. (2021). Investment Analysis & Portfolio Management. 6th Edition, New Delhi: Tata McGraw Hill.
- Reilly K.F., Brown K.C, (2022), Investment Analysis & Portfolio Management. 11th Edition. Stamford USA: CENGAGE Learning.

**Reference Book:**

- Ranganatham M, Madhumathi R. (2006), Investment Analysis & Portfolio Management. 1st Edition. New Delhi: Pearson publications.

**Course Objective:**

1. To introduce the different aspects and component of the Indian financial system and its evolution to the students
2. To impart knowledge of Financial Markets, Financial Institutions and Financial Service to the students
3. To enable the student to conceptualize the inter-related linkage between various parts of the financial system.

SI No.	Course Outcome	Bloom's Level
C01	Relate the constitution, structure, inter- relationships and macro-economic dimension of the Indian financial system	BT-I
C02	Understand the types of financial markets and the concept of public-issues	BT-II
C03	Identify the functions of commercial banks and non-banking financial companies.	BT-III
C04	Analyze the performance of financial services such as mutual funds and insurance.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<p><b>Introduction:</b></p> <p><b>Financial System:</b> Introduction, Meaning and Constituents of the Financial System, Structure and Interrelationships between components in Financial System, Evolution of Indian Financial System, Functions of the Financial System, Relationship between Financial System and Economic Development.</p> <p><b>Macroeconomic Dimensions of Financial System:</b> Sectors of Economy, Macro Economic Dimensions, Sectors of Indian Economy and the Financial System, Financial Development and its Indicators. Major Issues in the Indian Financial System, Financial Sector Reforms in India.</p>	10
II	<p><b>Financial Institutions:</b></p> <p>Money Market: Structure of Money Market, Role and functions of Money Market, Characteristics of Money Market, Money Market Instruments, Money Market Reforms.</p> <p>Reserve Bank of India: Role as a Central bank and issuer of Currency, Functions of RBI, Techniques of Monetary Control, Monetary Policy of RBI, Managing money supply and balancing growth vs Inflation.</p> <p><b>Capital Market:</b> Dimensions, Constituents and Structure of Capital Market, Role of Capital Market, Phases of Capital Market Developments in India &amp; Reform Measures, Capital Market Regulator (SEBI) &amp; its Functions.</p> <p>The New Issues Market – The Concept of Public Issues, Distinctive Features &amp; Functions of the New Issues Market, Types of Issues, Principal Steps of a Public Issue, Players in the New Issue Market.</p> <p><b>Secondary Market:</b> Functions and Development of Secondary Markets in India, Listing of securities, Trading and Settlement of Securities, Internet Trading, Stock Exchanges in India and Stock Indexes &amp; its Construction and Use.</p>	11

	Raising funds in International Markets: American Depository Receipts (ADRs) and Global Depository Receipts (GDRs), FCCB and Euro Issues.	
	<b>Commercial Banks :</b> Theoretical Aspects of Banking, Functions of Commercial Banks, An Appraisal of	
<b>III</b>	Banking since Nationalisation and Recent Reforms and Developments in the Indian Banking Sector, Managing Liabilities and Assets of Commercial Banks, Classification of Capital of Banks, Norms for Capital Adequacy, CRR & SLR, Classification of Bank Assets under Prudential Norms  Non-Banking Financial Companies: Growth of NBFCs, Classification of NBFCs, Types of NBFC's, Services offered, Regulatory Framework for NBFCs, NBFCs vis-à-vis Scheduled Commercial Banks, NBFCs and Monetary Policy. Development Finance Institutions : Need, Roles and Functions.	12
<b>IV</b>	<b>Financial Services:</b> <b>Mutual Funds:</b> Origin of MFs in India, Organization of MFs, Types of MFs, Advantages of Investing in MFs, Major ills of MFs in India: Costs and working of MF, Role of MF in the Stock Market, Regulation & Supervision of MFs, Mutual Funds Performance ,Evaluation Measures, Assets under Management of MFs. <b>Insurance:</b> Risk Management and Risk Management Process, Risk Management Methods, Basic Methods of Financing Losses - Retention, Insurance, Hedging & Indemnity Agreements. Nature and Functions of Insurance, Fundamental Features of Insurance , Components of an Insurance Policy, Principles of Insurance, Evolution of Insurance Industry in India , Role of Insurance in developing the Indian Economy, Privatization of the Insurance Industry in India, Important IRDA Guidelines.  Life Insurance: Concept of Insurable interest, Various types of Insurance Plans available, Rider & key riders offered by Insurers in India.  <b>Non Life Insurance:</b> Understanding Fire Insurance Contract, Factors deciding fire insurance rates, Understanding Marine Insurance, Classifications of Marine Insurance, Fundamental features of Marine Insurance. Understanding Health Insurance, Features of Health Insurance, Factors deciding Health insurance premium.	12
	<b>Total</b>	<b>45</b>

**Text Books:**

- Pathak, Bharati, The Indian Financial System: Markets, Institutions and Services. Latest Edition. New Delhi: Pearson Education
- Bhole, L.M. and Mahakud, Jitendra. (2017), Financial Institutions and Markets: Structure, Growth and Innovations, Latest Edition, Chennai, McGraw Hill Education (India) Pvt. Ltd.

**Reference Book:**

- Siddaiah Thummuluri, Financial Services, Latest Edition. New Delhi: Pearson Education

**Course Objective:**

This course examines the strategic utilization of distribution intermediaries by companies to achieve a competitive edge in both local and global markets through the implementation of integrated logistics management. The course offers a comprehensive examination of current the situation, assesses the edge in competition, discusses the logistics of outsourcing, and explores into enhancing customer service.

Sl No.	Course Outcome	Bloom's Level
C01	Relate the business concepts pertaining to logistics and transportation management	BT-I
C02	Explain a corporate infrastructure specifically tailored for logistics organizations	BT-II
C03	Apply the various technology implication in relation to different models of logistics industry	BT-III
C04	Analyze the logistics and transportation strategies	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction</b> Introduction to Logistics; Role of Logistics in Supply Chain; Integration of Logistics with other functional areas; Significance of logistics, Elements of Logistics Management. Third Party Logistics (3PL) - evolution, infrastructure required for 3PL, Selection of 3PL service provider, 3PL Implementation, Introduction to Fourth party logistics (4PL), GPS and GIS technology.	12
II	<b>Logistics Infrastructure-</b> Ports, Hubs, Warehouses; Port Operations; Containerization, Logistics Management – Shipping systems, INCOTERMS; Import Export Formalities; Custom Formalities and documentations	12
III	<b>Transportation management</b> - Functionality, Participants in transportation, Types of Transportation; Transportation formats, Private Fleet, Modes of transportation Transportation Scheduling and Routing, Vehicle scheduling	11
IV	<b>Transportation Strategies</b> Design options for transportation network, Comparison of Distribution Network Design Options, Cross-docking, Transportation Strategies of different firms, Tradeoffs in transportation design, tailored transportation	10
	<b>Total</b>	<b>45</b>

**Text Books:**

- Jannat Shah. Supply Chain Management: Text and Cases (2nd ed.): Pearson Education.
- Chopra, Sunil, Meindl, Peter, Kalra, D.V. (2016). M Supply Chain Management- Strategy, Planning and Operation: Pearson Education.

**Reference Books**

- Heizer, Jay; Render Barry. Operations Management (12th ed.): Pearson Publication

**Course Objective:**

The course aims to apply the knowledge of materials management for effective logistics and supply chain operations. To acquaint the students about the different inventory policies and models and their applications in operations management.

Sl No.	Course Outcome	Bloom's Level
C01	Define the concepts of materials management and inventory control as a constituent part of the entire operations/ production systems	BT-I
C02	Understand the purchase policy, store management and inventory management	BT-II
C03	Apply the policies, systems, methodology regarding materials and inventory management	BT-III
C04	Analyze the effectiveness of material management and inventory control techniques.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	Introduction to Materials Management - Fundamentals and relationship with production planning, functions of MM., Make or Buy decisions, Supplier Quality assurance, Vendor Rating Material classification & codification, source selection Modern trends in MM	12
II	Purchasing - policies, principles and practices, purchasing systems, purchasing under uncertainty Warehousing and Stores Management Store systems and procedures, incoming materials control, store accounting and stock verification, value analysis, material handling	12
III	Inventory Management Introduction, Importance, Functions and types of inventories, inventory related cost, managing inventory – ABC, VED, HML, XYZ analysis, Managing cycle stock, safety stock, seasonal stock	11
IV	Inventory Models Independent vs dependent demand, EOQ Models, Concepts of BOM, MRP, MRP II, Master Production Schedule (MPS), Production Planning and Control (PPC)	10
	<b>Total</b>	<b>45</b>

**Text Books:**

- Arnold, Chapman (2017). Introduction to Materials Management (8th ed.): Pearson Education.
- Gopalkrishnan and Sundarsan (2003). Material Management: An Integrated Approach. Prentice Hall of India Private Limited, New Delhi.

**Reference Books:**

- Chary, SN. Productions and Operations Management (8th ed.): McGraw Hill Publication

**Paper: Managing Start-ups**

**L-T-P-C – 2-1-0-3**

**Subject Code: BSA034D30E1**

**Credit Units: 3**

**Course Objective:**

The course develops entrepreneurial, digital, and linguistic abilities and company creation and management.

<b>Sl No.</b>	<b>Course Outcome</b>	<b>Bloom's Level</b>
C01	Relate the ideation process and startups ecosystems	BT-I
C02	Understand the design thinking process for creating the value proposition	BT-II
C03	Apply the startup principles and startup prototypes	BT-III
C04	Analyze the financing options and key managerial issues	BT-IV

**Detailed Syllabus:**

<b>Module</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	Introduction: What is meant by startups? Role of digital technologies, Startup ecosystems, The startup movement in India	10
<b>II</b>	Value proposition: Generating a value proposition, how valuable are new ideas, Design thinking principles	11
<b>III</b>	Prototypes: Experimenting with the prototype, Lean startup principles, Learning and failing fast.	12
<b>IV</b>	Financing: Various financing options, Self-financing, Angel investors, Venture Capital How to scale up? Need for continuous innovation and feedback, Key managerial issue	12
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2016). Economics of strategy (6th ed.), John Wiley
- Grant, R. M. (2015). Contemporary strategy analysis: Text and Cases, Eighth Edition, Wiley

**Reference Books:**

- Mootee I (2017), Design Thinking for Strategic Innovation, Wiley

**Course Objective:**

This course develops an entrepreneurial mindset, explains the entrepreneurial process, and emphasises creativity and innovation in product and service development.

Sl No.	Course Outcome	Bloom's Level
C01	Define the fundamental principles of entrepreneurship and innovation	BT-I
C02	Outline the business opportunities and the process of entrepreneurial actions	BT-II
C03	Develop business ideas and plans	BT-III
C04	Classify the challenges and manage strategies for growth	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Entrepreneurship and the Entrepreneurial process:</b> Meaning and significance of entrepreneurship, process of entrepreneurial action, The Entrepreneurial mindset and personality.	12
II	<b>Idea generation and selection:</b> Idea generation, identifying opportunities and evaluation – importance - Creating a Business Plan.	12
III	<b>Creativity and Innovation:</b> Definition, role and scope - invention and commercialization. Managing Growth- strategies for growth – human resource challenges for managing growth.	11
IV	<b>Social entrepreneurship and Innovation:</b> Concept and relevance of social entrepreneurship – mobilization of resources to affect social change. Corporate Entrepreneurship- concept and challenges - methods of developing managers for corporate entrepreneurship.	10
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Roy, R. (2011). Entrepreneurship (2ed.). New Delhi: Oxford University Press.
- Khandwalla, P. (2003). Corporate creativity. New Delhi: Tata McGraw Hill Grant, R. M. (2015).

**Reference Book:**

- Hisrich, R., Manimala, M.J., Peters, M.P., & Shepherd, D.A. (2015). Entrepreneurship (9th ed). McGraw Hill.

**Course Objective:**

This course equips with essential spreadsheet skills, data manipulation techniques, and user-friendly AI features within Excel to automate tasks, gain deeper data insights, and create impactful visualizations, making more efficient and future-proof Excel user.

Sl No.	Course Outcome	Bloom's Level
CO1	Define fundamental concepts of business modelling	BT-I
CO2	Demonstrate knowledge and understanding of the functionalities and navigation of Excel workbooks	BT-II
CO3	Apply Excel tools and techniques to solve practical data analysis problems	BT-III
CO4	Analyze and interpret data using advanced Excel features and functions.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Excel Essentials</b> Workbooks and Worksheets, Ribbon tabs, Using Shortcut Menus, Working with Dialogue Boxes, Task Panes, Exploring Data Types, Modifying Cell Contents, Comparing sheets side by side, Special Types of Cells, Paste Special Dialogue Box, Adding Comments to Cells, Formatting Tools on the Home Tab, Mini Toolbar, Fonts, Colors and Shading, Borders and Lines.	12
II	<b>Functions, Tables, and Conditional Formatting</b> Statistical Functions, Text Functions, Other Functions, Conditional Formatting, Working with Tables, Selecting Parts of a Table, Sorting and Filtering a Table, Converting Table into Range, Data Tables, Goal Seek, and Data Validation. Utilize Advanced Functions like VLOOKUP and XLOOKUP.	11
III	<b>Visualization and Dashboards</b> Creating Charts: Pie, Line, Bar, Histogram, Boxplot, Scatter Plot, Data Bars, Waterfall Charts, Area Charts, Dynamic Charts, and Other Charts. Legends and Formatting with Charts, Labeling Charts, 3D Charts, Sparklines, Time Series Plot, Dashboarding, Score Cards, and Designing Interactive Reports with Dynamic Visualizations.	10

<b>IV</b>	<b>Data Analysis and Advanced Excel Techniques</b> Data Analysis Tab, Descriptive Statistics, t-test, ANOVA, Correlation, Covariance, Random Number Generation, Sampling, What-If Analysis Tab, Pivot Table, Pivot Charts, Scenario Manager, AI Integration with Excel, and Customizing AI-Generated Charts.	12
	<b>Total</b>	<b>45</b>

- **Text:**

- Jones, S., Smith, R., & Brown, M. (2023). *Excel Mastery: Unlocking the Potential of Excel for Data Analysis* (2nd ed.). Pearson Education.

- White, A., Black, K., & Green, L. (2021). *Excel Analytics: From Basics to Advanced Techniques* (4th ed.). Wiley.

- **References:**

- Lee, C., Johnson, D., & Williams, E. (2022). *Mastering Excel: Advanced Tools and Techniques for Data Visualization and Analysis* (3rd ed.). McGraw-Hill Education.

- Garcia, M., Brown, T., & Martinez, L. (2024). *Excel Data Analysis: Unleashing the Power of Excel for Insights and Decision-Making* (5th ed.). O'Reilly Media.

**Paper: R Programming for Analytics**

**Subject Code: BSA034D30B2**

**L-T-P-C - 2-1-0-3**

**Credit Units: 3**

**Course Objective:**

The objective of this module to make students exercise the fundamentals of statistical analysis in R environment.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the fundamental concepts of R Programming	BT-I
CO2	Demonstrate knowledge and understanding of basic environment and data structures of R	BT-II
CO3	Apply R Programming skills to perform data analysis and solve statistical problems	BT-III
CO4	Analyze and interpret data using R, effectively utilizing its programming and statistical capabilities	BT-IV

**Detailed Syllabus:**

<b>Module</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Introduction to Analytics and R Programming</b> Overview of Business Analytics, Key Purpose of Using IT in Business, OLTP & OLAP, Data Warehousing, Data Mart, Operational Data Storage. R and R Studio: Data Structure in R, R Syntax, Data Types, Operators, and Basic Expressions, Installing and Updating Packages in R.	12
<b>II</b>	<b>Conditional Statements, Looping, and Functions in R</b> Conditional Statements: if Statement, if-else Statement, ifelse Function, Nested if-else. Looping: for Loop, while Loop, repeat Loop, break Statement, next Statement. Functions: User-Defined Functions, Defining Functions, Passing Arguments to Functions, Local Variables and Global Variables in Functions, Looping and Conditional Statements Inside Functions.	11
<b>III</b>	<b>Descriptive Statistics and Data Visualization</b> Types of Data: Nominal, Ordinal, Scale, and Ratio. Measures of Central Tendency: Mean, Mode, and Median. Measures of Variability: Range, Interquartile Range, Standard Deviation, Skewness, and Kurtosis. Data Visualization: Bar Chart, Pie Chart, Box Plot, Histogram other Statistical Chart.	10
<b>IV</b>	<b>Statistical Inference and Hypothesis Testing</b> Population and Sample, Null and Alternate Hypothesis, Level of Significance, Type I and Type II Errors. Statistical Tests: One-Sample t-Test, Paired Sample t-Test, Independent Samples t-Test, One-Way Analysis of Variance, and Chi-Square Test. Learning & Teaching Methods.	12
	<b>Total</b>	<b>45</b>

- **Text:**

- Ken Black, 2013, Business Statistics, New Delhi, Wiley.
- Lee, Cheng. et al., 2013, Statistics for Business and Financial Economics, New York: Heidelberg Dordrecht.

- **References:**

- Anderson, David R., Thomas A. Williams and Dennis J. Sweeney, 2012, Statistics for Business and Economics, New Delhi: South Western.

- Waller, Derek, 2008, Statistics for Business, London: BH Publications.
- Levin, Richard I. and David S. Rubin, 1994, Statistics for Management, New Delhi: Prentice Hall.

**Paper: DBMS & Structured Query Language**

**Subject Code: BSA034D30B3**

**L-T-P-C - 2-1-0-3**

**Credit Units: 3**

**Course Objective:**

The course aims to provide the basics of the SQL/No SQL and the Relational Databases. The course strives to provide an exposure to key concepts with regards to SQL Language and DBMS such as Normalization, Transaction Processing along-side an exposure to No SQL programming.

SI No.	Course Outcome	Bloom's Level
CO1	Define the fundamental concepts of Database Management Systems and Structured Query Language	BT-I
CO2	Demonstrate the knowledge and understanding of DBMS	BT-II
CO3	Apply SQL and database concepts to model and solve business problems effectively	BT-III
CO4	Analyze the data using mathematical arguments and reasoning.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Database Management Systems</b> Introduction-Database System Applications, Purpose of Database Systems, Instances and Schemas, Data Models, Database Languages, Database Architecture, Database Users and Administrators, ER Diagrams, Transactions, Normalization.	12
II	<b>Creating Table</b> Creating and Managing Tables, DROP TABLE, ALTER TABLE, TRUNCATE TABLE, Inserting and Updating Data: INSERT INTO, UPDATE, DELETE, Constraints and Indexes: PRIMARY KEY, FOREIGN KEY, UNIQUE, NOT NULL, CHECK, DEFAULT.	11
III	<b>Select Query</b> Forms of Basic SQL Query, Nested Queries, Filtering Data, Logical Operators (AND, OR, NOT), Comparison Operators, Aggregate Functions (COUNT, SUM, AVG, MIN, MAX), NULL values, SELECT, WHERE, ORDER BY, GROUP BY, HAVING, DISTINCT.	10

<b>IV</b>	<b>Joining Tables</b> INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL OUTER JOIN, CROSS JOIN, SELF JOIN, Indexes, Other Operations: UNION and UNION ALL, INTERSECT, EXCEPT, CASE and WHEN, Sub Queries.	12
	<b>Total</b>	<b>45</b>

- **Text:**

- Guy Harrison, 2015, Next Generation Databases: No SQL and Big Data, Apress.
- Ramez Elmasri, ShamkatB.Navathe, 2013, Database Systems, Pearson.

- **References:**

- Pramod J. Sadalage, Martin Fowler, 2012, No SQL Distilled, Addison Wesley.
- A.Silberschatz, H.F. Korth, S.Sudarshan, 2006, Database System Concepts, McGraw Hill.
- Raghurama Krishnan, Johannes Gehrke, 2003, Database Management Systems, McGraw Hill.

# SYLLABUS SEMESTER 4

**Paper: Project Planning Analysis and Management**

**Subject Code: BSA034C401**

**L-T-P-C – 3-1-0-4**

**Credit Units: 4**

**Course Objective:**

To foster the ability to analyze project requirements and its constraint. To equip students with the knowledge and skills to evaluate project feasibility.

Sl No.	Course Outcome	Bloom's Level
C01	Define the concept of a project and the key principles	BT-I
C02	Compare the approaches to develop projects plans and strategies for successful implementation	BT-II
C03	Apply the project management techniques	BT-III
C04	Analyze the techniques in assessing the feasibility of a project.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Project management</b> Defining project management, generating and screening of project ideas, project lifecycle, project scope, categorizing different type of projects, Understanding the difference between projects and programmes, Developing project management skills, Exploring opportunities in the project management field, organization structure and culture	16
II	<b>Project Planning:</b> Planning a project, managing stakeholders, developing a project management plan, assessing the feasibility of a project, Estimating Project Times and Costs, developing a project plan, PERT and CPM	14
III	<b>Project Management Technique:</b> Managing Risk, Reducing Project Duration, Scheduling Resources and Costs, Identifying organizational structures, Estimating costs and budgeting,	14
IV	<b>People in the Project</b> Assembling and managing your project team, Planning resources for your project team, Managing conflict within your team, Communicating effectively, Providing leadership and fostering teamwork, project performance evaluation, project Closure	16
	<b>Total</b>	<b>60</b>

**Text Books:**

- Larson, W. E., Gray F. C. & Desai, V. G. (2014). Project Management -The Managerial Process. 6th Edition, New Delhi: McGraw Hill Education.
- Pinto, K. J. (2019). Project Management- Achieving Competitive Advantage, 6th Edition. New Delhi: Pearson Publications

**Reference Book**

- Chandra, P. (2017). Projects- Planning, Analysis, Selection, Financing, Implementation and Review. 8th Edition, New Delhi: McGraw Hill Education (India) Private Limited

**Course Objective:**

The course aims to impart abilities or practical skills to study, understand, analyze, criticize, and manage ethical problems related to business, sustainability issues, corporate social responsibility through corporate governance and laws and regulations.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the theoretical frameworks of business ethics and values	BT-I
CO2	Interpret the ethical problems related to various functions of management	BT-II
CO3	Apply the key principles of sustainability in business practice	BT-III
CO4	Analyze the efficacy of sustainability initiatives/plans.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Conceptual Framework of Business Ethics:</b> Business ethics, Nature of ethics as moral value, Ethics vs. Law, Culture vs. Universal Norms, Sustainability of eastern values to western business, Pragmatism of ethics, Criticism of socialism, social market economy, Ethical decision-making, Decision-making process, Classification of decision making	16
II	<b>Ethical Foundation in Business:</b> Purpose of business: profit maximization to CSR, Western teleological, deontological and modern theories, Workplace ethics-hiring, employee promotion, discharge, gender and caste discrimination, sexual harassment, Marketing ethics-pricing, packaging, advertising, product promotion, consumer safety, financial ethics-transparent system, financial record keeping, financial disclosures, Organizational ethics-abuse of official position, bribes, gifts, entertainment, whistle blowing	14
III	<b>Introducing Sustainability:</b> Sustainability in relation to business organization, Issues related to environment, Conserving resources, Carbon footprint, Pollution & carbon emission, Safeguarding communities and bio-diversities.	14
IV	<b>Global Perspective of Sustainability:</b> MDGs and SDGs, UN's agenda for sustainable development for 2030, Creating sustainable and equitable economy, Creating environmentally sustainable economy, Triple bottom line approach, corporate environment responsibility.	16
	<b>Total</b>	<b>60</b>

**Textbooks:**

- Albuquerque, D. (2010). Business Ethics: Principles & Practices. New Delhi: Oxford University Press.
- Blowfield, M. (2019). Business and Sustainability. New Delhi: Oxford University Press.

**Reference Books:**

- Valasquez, M. G. (2012). Business Ethics: Concepts and Cases. 7th Edition. New Delhi: Prentice Hall of India
- Chatterji, M. (2014). Corporate Social Responsibility. 1st Edition. New Delhi: Oxford University Press.

**Course Objective:**

To teach the students the basic concepts of wages and salary management. To make the students learn the types of compensation and the applications of compensation management.

Sl No.	Course Outcome	Bloom's Level
C01	Define the fundamental concepts and theories of compensation management	BT-I
C02	Understand the implications of compensation management on job design, job analysis and performance management	BT-II
C03	Construct the various types of compensation plans in the Indian and global context	BT-II
C04	Analyze the application of compensation management with reference to legal considerations and international compensation norms	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Fundamentals of Compensation Management:</b> Conceptual framework-Theories of wage determination, Types of wages, Components of wages and salary, Competitive Advantage offered by compensation package, Wage and salary survey, Wage curve, Pay grades	12
II	<b>Implication of Compensation Management:</b> Implication of Compensation management on Job design, Job analysis, Job description, Job Evaluation, Job Assessment, Performance related compensation, Pay-for-performance approach.	12
III	<b>Compensation Plans:</b> Team based compensation, Executive compensation, elements of executive compensation, Executive compensation in international context, Employee motivation and compensation, Sales compensation plan.	11
IV	<b>Application of Compensation management:</b> Legal issues in employee compensation. International compensation, Managing employee benefits, Nature and types of benefits, employee benefits programs, security benefits, retirement benefits, health care benefits, employee benefits required mandated by law.	10
	<b>Total</b>	<b>45</b>

**Text Books:**

- Bhattacharyya, D.K. (2014). Compensation Management. 2nd Edition. , New Delhi: Oxford University Press
- Tapomoy, D. (2012). Compensation Management, Text and Cases. 2nd Edition. New Delhi: Excel Books.

**Reference Book:**

- Goel, D. (2023). Performance Appraisal and Compensation Management (A Modern approach. 3rd Edition. New Delhi: PHI Learning Private Limited.

**Course Objective:**

To familiarize the students with fundamental of organizational development and change, essential intervention and effective methods in Organizational development

Sl No.	Course Outcome	Bloom's Level
C01	Define the concepts of organizational change and development	BT-1
C02	Interpret the main drivers and approaches of the change	BT-II
C03	Apply the organizational development strategies	BT-III
C04	Analyze the knowledge and skills required for effective change and organizational development	BT-IV

**Detailed Syllabus :**

Module	Course Content	Periods
I	<b>Organisational change: An overview</b> Introduction, Importance of change, imperative of change, Types of change ,Models of change, change and its impact, overcoming resistance to change, Organizational culture and change, Corporate culture , Organizational culture and dealing with change	10
II	<b>Systematic approach to making change:</b> Effective change management, Ten factors in effective change management ,systematic approach ,Keys to mastering change, Forces of change, External and internal, Levels of change, Designing Organisation for futuristic organisation, Types of organization structure ,Bureaucracy- Centralization and Decentralization, Formal and informal organization.	12
III	<b>Organisational Development</b> An introduction, Evolution of Organizational Development, Assumptions of Organizational Development, Diagnostic strategies and skills, methods, the change agent ,client-consultant relations in Organizational development, Power ,ethics and politics in OD.	12
IV	<b>OD Interventions:</b> Introduction, Definition of OD Intervention, Old team and intergroup development interventions, Team Development Interventions, Intergroup development interventions, Structural interventions, Comprehensive interventions, Organizational learning	11
	<b>Total</b>	<b>45</b>

**Text Books:**

- Singh, K. (2010). Organisational Change and Development. 2nd Edition. New Delhi: Excel Books.
- Sharma, R. (2017). Change Management and Organisational Transformation. 2nd Edition. New Delhi: Tata Mcgraw Hill Education Pvt Ltd.

**Reference Book:**

- Nelson, Quick and Khandelwal. (2016). ORGB: An innovative approach to learning and teaching Organizational Behaviour-A South Asian Perspective. New Delhi: Cengage Learning,

**Course Objective:**

•The objective of the course is to familiarize the students with the concepts, processes, practices and strategies that form the basis of successful HRD in organizations.

SI No.	Course Outcome	Bloom's Level
CO1	Define the fundamental principles of HumanResource Development (HRD)and design principles	BT-1
CO2	Understand the design & administration of selected HRDsystems	BT-II
CO3	Apply the OD intervention strategies for managing employees and organizational changes	BT-III
CO4	Analyze the concepts of HR Analytics	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Organisational change: An overview</b> Introduction ,Importance of change, imperative of change, Types of change ,Models of change, change and its impact, overcoming resistance to change, Organizational culture and change, Corporate culture , Organizational culture and dealing with change	12
II	<b>Systematic approach to making change:</b> Effective change management, Ten factors in effective change management ,systematic approach ,Keys to mastering change, Forces of change, External and internal, Levels of change, Designing Organisation for futuristic organisation, Types of organization structure ,Bureaucracy- Centralization and Decentralization, Formal and informal organization.	12
III	<b>Organisational Development</b> An introduction, Evolution of Organizational Development, Assumptions of Organizational Development, Diagnostic strategies and skills, methods, the change agent ,client-consultant relations in Organizational development, Power ,ethics and politics in OD.	11
IV	<b>OD Interventions:</b> Introduction, Definition of OD Intervention, Old team and intergroup development interventions, Team Development Interventions, Intergroup development interventions, Structural interventions, Comprehensive interventions, Organizational learning	10
	<b>Total</b>	<b>45</b>

**Text Books:**

- Werner, De Simone. (2016). Human Resource Development (6th edition.). New Delhi, Cengage Learning.
- Dhir, Pal(2020). Human Resource Analytics: Theory and Application Techniques (1st edition), New Delhi, Cengage Learning.

**Reference Book:**

- Yadav, Maheshwari (2020). HR Analytics: Connecting Data and Theory (1st edition) ,Wiley publications.

**Course Objective:**

To understand the principles and practices of marketing communications, and utilise an integrated framework for effective brand management.

Sl No.	Course Outcome	Bloom's Level
CO1	Relate the various communication tools and their effectiveness in contemporary time	BT-I
CO2	Interpret the role of integrated marketing communications	BT-II
CO3	Apply the IMC concepts in branding	BT-III
CO4	Analyze the marketing communication models for developing a program.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	Introduction to Brand Brand and marketing success, Anatomy of brand, brand meaning; Brand types and consumer value spaces- functional, emotional, experiential brands, Creating a brand-brand visioning; Brand identity and image, brand identity frameworks; Product and brand position, brand relevance and differentiation; Brand positioning strategies, positioning statement, choice of category, interest positioning	12
II	Brand Strategies Growth strategies and options; Leveraging internal assets; line extension strategy; Brand equity- Keller and Aaker Framework; Brand and customer response; External leveraging – locating external assets; Brand stretch; brand extensions Brand strategies- tradeoff between efficiency and effectiveness; Brand architecture and portfolio; Product life cycle, brand life cycle- challenges and strategies; Managing brand overtime	12
III	Communication process & Marketing Communication (Marcom) Meaning and role of IMC in Marketing process, Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies Communication - Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, Establishing marcom Objectives and Budgeting for Promotional Programmes- Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom	11

<b>IV</b>	Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC	10
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Verma H V (2013). Brand Management: Text and Cases. New Delhi: Excel Books
- Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, TataMcGraw Hill

**Reference Books:**

- Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning
- Keller, K., Swaminathan, V., Parameswara, AMG., (2020) Strategic Brand Management. Fifth Edition, Pearson Education.

**Course Objective:**

The course aims to equip students with concepts and techniques that help in taking decisions relating to various services marketing . It emphasizes the distinctive aspects of services marketing.

SI No.	Course Outcome	Bloom's Level
CO1	Define the basic concepts of service marketing	BT-I
CO2	Understand the service marketing system	BT-II
CO3	Apply the service quality model in improving customer satisfaction	BT-III
CO4	Analyze the service marketing elements for improving effectiveness.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy Service as marketing entity: characteristics and strategy implications, service dominant logic Types of services: insurance, banking, air transportation, courier, education etc.	10
II	Marketing mix: concept of value and value drivers, extended framework Relationship building: relationship marketing, bonding and life time value Service encounter: moment of truth, service types and service encounter, service encounter classification Service innovation: through encounter and system modification	12
III	Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization. Service buying behaviour; difference in perspective, risk analysis, decision process Service marketing strategy; segmentation, targeting and positioning, market Innovation,Competitive differentiation; competitive advantage and value chain analysis.	12
IV	Service quality: concept, technical and functional quality, service quality models and measurement and implementation Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture.	11
	<b>Total</b>	<b>45</b>

**Text Books:**

- Lovelock, C., Wirtz, J. & Chatterjee, J. (2017). Service marketing: people technology and strategy (8th ed.). New Delhi: Pearson Education.
- Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2023). Services marketing: integrating customer focus across the firm (8th ed.). New Delhi: McGraw Hill.

**Reference Book:**

- Shanker, R. (2002). Services marketing: The Indian perspective. New Delhi: Excel Books

**Paper: Sales Management**

**Subject Code: BSA034D40M3**

**L-T-P-C – 2-1-0-3**

**Credit Units: 3**

**Course Objective:**

The course of study covers sales management principles, priorities, policy formation, planning, organising, staffing, and controlling field sales force. Sales managers' human dynamics, problems, and possibilities, their function in the corporate environment, and ethical behaviour are examined.

SI No.	Course Outcome	Bloom's Level
CO1	Define the concepts and principles of sales management	BT-I
CO2	Understand the techniques of selling and their applications in the field.	BT-II
CO3	Identify HR responsibilities of a sales manager	BT-III
CO4	Analyze the performance of sales executives for improving sales.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Sales Management:</b> Introduction to sales management, Selling Skills and Selling Strategies, The Selling process, Personal vs Institutional Selling, Functions of Sales Executive and role of Sales Manager, Managing Sales Information, Sales Force Automation, Emerging Trends in Selling	10
II	<b>Sales Management Strategies and Process:</b> Skills and Qualities required in a Sales Manager, Determining Sales Related Marketing Policies, Strategic Planning, Sales Objectives, Strategies and Tactics, The Sales Organization, Planning, Sales Forecasting and Budgeting, Theories of Selling.	12
III	<b>Directing Sales Force Operations</b> Management of Sales Territory, Sales Quota, Sales Force Management – Job Analysis, Recruitment, Selection and Training, Motivating and Compensating and controlling the Sales force	11
IV	<b>Evaluating and Controlling the Sales Effort:</b> The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance <i>Mock Selling</i> <i>Evaluation will be through Mock Selling activities</i>	12
	<b>Total</b>	<b>45</b>

**Text Books:**

- Havaladar, K. K. & Cavale, V. (2017). Sales & Distribution Management-Text & Cases. 3rd Edition. New Delhi: TATA Mc -Graw Hill Publications Pvt Ltd
- Panda, T. & Sahadev, S. (2019), Sales & Distribution Management, New Delhi: Oxford University Press.

**Reference Book:**

- Spiro, R., Stanton, W., and Rich, G., Management of a Sales Force, Tata McGraw - Hill Education

**Course Objective:**

To Impart knowledge about different types of taxable & Current income tax laws and taxable and nontaxable supplies under Gst Laws and equip students with knowledge of input tax credit mechanism under Gst Laws.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the features and provisions of corporate taxation	BT-I
CO2	Understand the concepts of Goods and Service tax(GST)	BT-II
CO3	Apply the concepts of corporate taxation	BT-III
CO4	Analyze the provisions of taxation.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<p><b>Introduction:</b> Overview of Income –tax law in India, , Broad scheme of income tax law, Essential features of income tax , Basic concepts, Charge of Income –tax, Rates of tax, Exempted Incomes.</p> <p><b>Heads of income:</b> <b>Profits&amp; Gains from Business &amp;Profession:</b> Chargeability, Relevance of Method of Accounting, Speculative and Non-Speculative Business, Admissible Deductions, Inadmissible Deductions, Expenses or payments not deductible in certain circumstances, Certain incomes taxable on presumptive basis.</p> <p><b>Capital Gains:</b> Chargeability, Capital Asset and its types, Scope and year of chargeability, Transfer, Transactions not regarded as Transfer, Mode of computation of capital gains, Exemptions from capital gains.</p> <p><b>Income from Other Sources:</b> Incomes Chargeable under this head, Taxability of Dividend Income, Taxability of Gifts, Permissible Deductions Under Section 57.</p>	12
II	<p><b>Certain Deductions from Gross Total Income:</b> Deduction on account of certain payments &amp; Investments covered us 80C to 80 GGC ( Deductions available to Companies only ) Deductions in respect of certain incomes which are already included in Gross Total Income covered u/s 80IA to 80U (Deductions available to Companies only)</p> <p><b>Set Off &amp; Carry Forward of Losses-</b> Inter source adjustment, inter head adjustment, carry forward and set-off of losses under the head -PGBP, &amp;Capital gains, carry forward and set –off depreciation loss.</p> <p><b>Computation of Total Income and Tax Liability of Companies:</b> Kinds of Companies, Computation of Total Income &amp; Tax Liability of a Company</p> <p><b>Filing of Tax Returns &amp; Payment of Taxes:</b> Tax Deduction at Source, Advance Tax and Self-Assessment Tax, Return Filing</p>	12

<b>III</b>	<p><b>Goods &amp; Service Taxes:</b>  Fundamentals of GST, Reasons for GST introduction, Benefits of GST, Challenges of GST, Structure of GST in India, Taxes and Duties outside the purview of the GST , Treatment of Specific Goods which are outside purview of GST, Tax Rates in GST, Functions of GSTN, Functions of GST Council. Definitions under CGST Laws</p> <p><b>Levy and collection of Tax:</b>  Taxable Event &amp; Supply under GST, Scope of Supply , Composite &amp; Mixed Supply Place of Supply, Time of Supply , Composition Levy under GST, Exemptions from GST</p>	11
<b>IV</b>	<p><b>Valuation under GST &amp; Input Tax Credit:</b>  Forward Charge on Outward Supplies and Reverse Charge Mechanism on Inward Supplies Eligibility for taking ITC, Blocked Credit.</p> <p><b>Registration &amp; Return:</b>  Persons not liable for registration, Compulsory Registration, Deemed Registration. Tax Invoice, Debit &amp; Credit Notes, Computation of tax liability and Payment of Taxes, TDS under GST, Furnishing of Returns under GST, First Returns and Revision of Returns, E-Way Bills, Assessment under GST.</p>	10
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Ahuja, G., & Gupta, R. (2023). Simplified Approach to Corporate Tax Planning and Management. Delhi: Bharat Law House.
- Bansal, K. M., Latest Edition, GST& Customs Law. New Delhi: Taxman Publications (P) Ltd.

**Reference Book:**

- Pagare, D. (2023). Direct Tax Planning and Management. New Delhi: Sultan Chand & Sons.

**Course Objective:**

To equip students with principles and techniques of Derivatives and its creeks, and Risk management through stock market

SI No.	Course Outcome	Bloom's Level
CO1	Define the concepts of derivatives in financial risk management	BT-I
CO2	Demonstrate critical thinking, analytical and problem-solving skills in the context of derivatives, hedging practices	BT-II
CO3	Develop alternative risk management strategies and tactics	BT-III
CO4	Discover the pricing strategies related to forwards, future and option channels	BT-IV

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**Detailed Syllabus:**

Module	Course Content	Periods
I	<p><b>Introduction to Derivatives:</b> An introduction to Types of Business Risk, and Management of Risk through Derivatives, Classification of Derivative, Participants in Derivative Markets, Evolution of Derivatives, Functions of Derivative Markets.</p> <p><b>Forwards and Futures:</b> Forward Contract and its distinguishing features, Motives for Forward Contract, Merits and Demerits of Forward Contract, Settlement of Forward Contracts.</p> <p><b>Futures Contract:</b> Key Specifications of a Futures Contract, Modes of Settlement of Future Contract, Differences between Forward and Future Contracts, Pricing a Forward/Futures Contract, Value of a Forward Contract. Exchange trading of Futures and Options: Types of Orders, Margins and Mark to market settlement process, Trading and settlement.</p>	11
II	<p><b>Mechanism of Futures markets :</b> Convergence of Spot and Futures at maturity, Concept of Basis : Basis Risk; Long, Short and Cross Hedging; Determination of Futures prices of Investment and Consumption Assets, Convenience Yield</p> <p><b>Stock and Index Futures :</b> Index and Index Futures, Benefits of Index Futures over Stock Futures; Futures on Indices and Individual Stocks, Specifications of Stock or Index Features, Pricing Stock and Index Futures, Application of Index Futures, hedging through Index Futures, Controlling Risk of Portfolio- Altering beta of the portfolio ; Speculation with Stock Index Futures, Arbitrage with Stock Index Futures.</p> <p><b>Currency Forward and Futures:</b> Foreign Exchange Preliminaries- Foreign Exchange Risk, Foreign Exchange Markets, Foreign Exchange Rates, Currency Forwards. Pricing of Currency Futures and Forwards, Hedging &amp; Speculation with Currency Forwards Contracts.</p>	10

<b>III</b>	<p><b>Interest Rate Forward and Futures:</b></p> <p>Forward Rate Agreements (FRA) &amp; its typical features, Structure and Use of a typical FRA, Pricing and Valuation of FRA, Application of FRAs, Eurodollar and Futures Contract on them , Treasury Bond Futures &amp; its Pricing Swaps, Determination of Swap Rate, Comparative Advantage Argument, Use of Swaps to convert Assets and Liabilities.</p> <p>Interest rate and Currency Swaps, Credit Default swaps. Valuation of Swaps Introduction to Value at Risk (VaR)</p> <p><b>New Developments:</b> Mortgage-Backed Securities, Hybrid instruments etc.</p>	12
	Importance of these instruments in Risk Management	
<b>IV</b>	<p><b>OPTIONS :</b> Terminology of Options, Option Contract and its features,</p> <p>Key Specifications of an option contract, Settlement of Option Contracts, Advantages of Options over Forward/ Future Contract, Types of Options; European vs American options, Properties of options , Intrinsic Value and Time Value, Put-Call parity Valuation Model for Options- Binomial option pricing model, Black-Scholes option pricing model, Sensitivity Analysis (“ Greeks”) of Options Hedging Strategies with Options, Hedging with Index Options, Hedging with Currency Options, Income generation with Options, Option Trading Strategies. Use of options in Risk Management.</p>	12
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Options, Futures and Other Derivatives, Hull, John and Basu, Sankarshan, 11th Edition,2022, PearsonEducation, New Delhi
- Stulz, M. R. (2003). Risk Management and Derivatives. 1st Edition. USA: Cengage Learning.

**Reference Books:**

- Don M. Chance, Robert Brooks, Sanjay Dhamija (2019). An introduction to Derivatives and Risk Management 10<sup>th</sup> Edition. Cengage, New Delhi

**Course Objective:**

To provide students with regulatory and valuation aspects, relating to corporate restructuring and understanding the concept and rationale for mergers and acquisitions and analyze deal structuring in mergers.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the concepts of mergers and acquisitions	BT-I
CO2	Understand the factors influencing the valuation of a business	BT-II
CO3	Develop the insights of regulatory environment of mergers and acquisitions in India	BT-III
CO4	Analyze the valuation strategies, pre and post-merger issues and challenges	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Mergers, Acquisitions and Restructuring:</b> Meaning and Definition of Merger, M&A Terminology – Due Diligence, Leveraged Buyouts, Management Buyouts, Poison Pills etc. Restructuring through joint ventures and Divestiture. Forms of divestiture – Sell-off, Spin –off, split up and Equity Carve-out, Synergies from M&A, Types of Mergers and their Rationale, M&A – Cost-Benefit Analysis, , Motives and Benefits of M&A, Value creation through M&A, Trends of M&A in India, Problems for M&A in India, M&A in India, Target Valuations for M&A, Cross –Border M&A, Decade of Corporate Churning and Change.	12
II	<b>Merger and Amalgamations:</b> Financing a Merger, Accounting for M&A, Merger as a Capital Budgeting Decision, M&A Deal, Mergers in specific sectors, Merger Failures. <b>Acquisition &amp; Takeover:</b> Meaning & Types of Takeovers, Corporate Strategy and Acquisition, Strategic Rationale, The Acquisition Process, Defending a company in a takeover bid, Takeover by Reverse Bid, Tender offer & Hostile Takeover, bailout takeovers, takeover of sick units. <b>Financing M&amp;A:</b> Payment by cash, Stock Swaps, Debt Securities, Junk Bonds, financial Institutions- Investment Banks and Commercial Banks etc. <b>Merger Negotiations:</b> Significance of P/E Ratio and EPS Analysis, swap ratio, Impact on EPS, MPS and P/E ratio, Cost of merger. Books of selling and purchasing companies. Evaluation of M&A – The DCF Approach	12
III	Legal & Regulatory Framework of M&A in India: Companies Act, 2013. Competition Act, 2002. Income Tax Act, 1961. SEBI Regulations & Takeover Code. Listing Agreements of Stock Exchanges.	11

	Concept of Valuation: Approaches and Techniques of Valuation: Income Approach – FCFF, FCFE, DDM Methods , Market Approach -Relative Valuation and Cost Based Approach,	10
<b>IV</b>	Emerging tools of Valuation using EVA, CFROI and Other Tools Valuing Firm vs Valuing Equity (FCFF vs FCFE method) Valuation of Intangible Assets. Valuing Startups and Companies with Negative Earnings.	
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Chandra P. (2020). Corporate Valuation and Value Creation. New Delhi Tata Mc-Graw Hill.
- De Pamphilis, D.M. (2021). Mergers, Acquisitions, and Other Restructuring Activities. (11th ed.). Academic Press, Elsevier Inc.

**Reference Book:**

- Arzac E.R. (2008). Valuation for Mergers, Buyouts and Restructuring. (2nd ed.). John Wiley & Sons Inc.

**Course Objective:**

The course aims to make the students understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations to optimize the business and brand returns.

Sl No.	Course Outcome	Bloom's Level
CO1	Relate service as an element of operations management.	BT-I
CO2	Explain the concepts of service operations, customer expectation and perception	BT-II
CO3	Apply the concepts of service operations, design, and customer experience	BT-III
CO4	Analyze the different tools of TQM to assess the quality of service operations.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
<b>I</b>	Introduction to service operations management, importance of service operations management, key strategic and tactical challenges for service operations managers, challenges for services and processes, developing and using the service concept	11
<b>II</b>	Understanding customers and relationships, managing customer expectations and perceptions, managing supply networks and supplier relationships	10
<b>III</b>	Designing the customer experience – service scape design, customer journey, role of technology in developing customer experience Designing the service process, types of service process, importance of service process design, service process repositioning Measuring, Controlling and Managing Measuring customer perspectives, measuring, controlling and managing operations, motivating service providers, managing and motivating customers	12
<b>IV</b>	Driving continuous improvement, learning from problems, learning from other operations, Creating and implementing the strategy, understanding and influencing culture, building of world class service organizations	12
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Fitzsimmons, J. A., & Fitzsimmons, M. J. (2023). Service management (9th ed.). New Delhi: McGraw Hill
- Johnston, Robert; Clark, Graham (2023). Service Operations Management. Prentice Hall

**Reference:**

- Stevenson, J.W. (2022). Operations management. Mc Graw Hill.

**Course Objective:**

The course aims to develop students' capacity in creating and executing innovative strategies, overseeing innovation initiatives, and leading teams with diverse areas of expertise. They shall possess expertise in innovative systems, public programmers, and external finance, and have the ability to provide practical ideas and problem-solving skills.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the concepts and methodologies related to technology and innovation management	BT-I
CO2	Interpret the problems, employ critical analysis, and provide innovative solutions to challenges	BT-II
CO3	Apply the life cycle concept of technology manage innovation	BT-III
CO4	Analyze the innovation strategies for decision making.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	Evolution of Markets: innovation adoption, diffusion, market growth, new product entry, competitor responses, understanding customer needs, product development as a problem-solving process, Key drivers of innovation, Sources of innovation, Types of Innovation, Scope and content of innovation management, strategic analysis frameworks of innovation management.	11
II	Introduction to Technology; Classification of technology; Management of Technology (MOT), Conceptual framework for MOT, Critical factors in managing technology – creativity factor, invention and innovation, technology-price relationship, change strategies	12
III	Management of Technology: New Paradigms, Issues in managing technology – resources ,business environment, structure and management of organizations, project planning and management, management of human resources	10
IV	Technology Lifecycle S curve of technology processes, technology and market interaction, competition at different phases of the technology lifecycle, diffusion of technologies Process of technological innovation, technology audit model and TAM.	12
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Joe Tidd, John R. Bessant: (2020) Managing Innovation: Integrating Technological, Market and Organizational Change, 7th Edition
- Tarek Khalil, Ravi Shankar; Management of Technology: The Key to Competitiveness and Wealth Creation; Tata McGraw; 2nd edition, 2012

**Course Objective:**

The course introduces students to the concepts of quality assurance and quality control. It connects leadership, supplier-customer relationships, employee engagement, data collection and analysis, productivity, statistical process control and other topics to quality and customer satisfaction.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the fundamental concepts pertaining to TQM, tools required for quality assessment and Six Sigma	BT-I
CO2	Relate the quality tools to the implementation of DMAIC cycle	BT-II
CO3	Apply the various tools required for analysis of the design, process and product development	BT-III
CO4	Analyze the tools for improving efficiency, productivity and employee satisfaction	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	Introduction to Quality Concepts, Dimensions of Product and Service Quality, Cost of Quality, Quality Gurus, Philosophy and Evolution of TQM; Principles of TQM, Components of TQM, Business excellence frameworks, Implementation of TQM programme – steps; Barriers and Benefits, Quality awards	10
II	Quality improvement tools- Seven quality control tools, Management and Planning tools, Statistical process control-control charts for variables and attributes, process capability, Quality function deployment (QFD), House of Quality, 5S, Kaizen, Quality Circles	12
III	Quality Management Systems- Quality standards and certification, ISO-9000 certification, Requirements, Implementation, Documentation Environmental Management System – ISO 14000 series standards, requirements of ISO 14001, Benefits of EMS, Integrating ISO 14000 with ISO 9000	12
IV	Six Sigma Introduction, Concepts, Six Sigma vs Three Sigma, Implementing Six Sigma – DMAIC & DMADV, Six Sigma Training Programs.	11
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Besterfield, D.H., Besterfield-Michna, C., Besterfield, G.H., & Besterfield-Sacre, M. (2006). Total Quality Management (3rd ed.): Pearson Education.
- Bedi, Kanishka (2006). Quality Management: Oxford University Press.

**Reference Book:**

- Charantimath, Poornima. (2022). Total Quality Management (4th ed.): Pearson Publication

**Course Objective:**

The Course emphasizes the significance of financial management in startups, analyzing startup strategies, evaluating valuation factors, funding options, and growth strategies, and evaluating intellectual property rights.

Sl No.	Course Outcome	Bloom's Level
C01	Relate the importance of financial management in managing a new venture	BT-I
C02	Identify the strategies for setting up of startups.	BT-II
C03	Apply the key determinants of valuation, funding options and venture capital financing	BT-III
C04	Analyze the growth strategies for ventures and IPR for startups.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<p>Entrepreneurial Process and Development of Business Idea: Key to Entrepreneurship Development- A discussion on opportunity identification, Resource organization and Value creation, Evolving concept of Entrepreneurship Entrepreneurial process and Entrepreneurial Traits. Business Model, Key Elements of a business plan, Business Plan Drivers, Basics of a Business Plan, pitching a Business Plan, Evaluating business feasibility of ideas, Screening opportunities.</p> <p>Choosing the form of organization, Protecting Intellectual property, Assessment of Financing Needs: Financial planning through the venture's Life Cycle, Short term cash planning, Systematic forecasting, estimating sustainable growth rates and additional financing needed to support growth.</p> <p>Implicit and explicit financial costs, determining cost of debt and equity capital, Estimating Weighted average cost of capital.</p>	12
II	<p>Financing Venture: Different Stages of Financing, Sources of Finance - Bootstrapping, Crowd funding, Seed Funding, Angel Investors, Private Equity.</p> <p>Measuring Financial performance through Financial Statements and Ratios. Venture Capital Financing (VCF): Venture Capital &amp; its characteristics</p> <p>A comparison of Venture Capital Financing &amp; Conventional Financing, Distinction between Venture Capital &amp; Private Equity, Stages of Venture Capital Financing, Structure and Sources of VCF, Business Analysis of Project by VCF, Project Valuation Methods, Exit Routes for VCF, Venture Capital Financing in India, Government Initiatives, Regulatory Framework for VCFs</p>	12

<b>III</b>	<p>Creating and Recognizing Venture Value: Valuing Early-Stage Ventures Ventures' worth, Basic mechanism of valuation, Developing projected financial statements for DCF valuation, Equity Valuation: Pseudo Dividends, Accounting vs Equity valuation cash flow., Importance of Real options in Valuing new ventures Venture Capital Valuation methods: Basic Venture Capital Valuation method, Earnings multiplier and discounted dividends, Adjustment for multiple rounds and for incentive ownership, Adjustment for payment to senior security holders.</p>	11
	<p>Structuring Financing for the Growing Venture: Professional Venture Capital and Bank Loans, Going Public by Issuing Stock or Debentures. Financing by Other securities like Preferred shares, Convertible Debt,</p>	10
<b>IV</b>	<p>warrants and options Facilitators, consultants, and intermediaries, Commercial and venture bank lending, Government financing programs, Receivables lending and factoring Incentives for Start -Ups in India. Planning Exit strategy: Key strategies for turning around a company, Liquidation, Exit Strategy for Entrepreneurs.</p>	
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Leach, C. & Melicher, R. (2023). Entrepreneurial Finance. 7th Edition. Ohio, USA: Cengage learning.
- Smith J.K., Smith L.R. and Bliss R.T (2011). "Entrepreneurial Finance: Strategy Valuation and Deal Structure". 1st Edition. Stanford University Press.

**Reference Book:**

- Rogers S. (2020). Entrepreneurial Finance: Finance And Business Strategies for the Serious Investor. 4th Edition. New York: Tata McGraw Hill

**Course Objective:**

Describe the concepts related to social entrepreneurship and demonstrate abilities to work towards social innovation.

Sl.No	Course Outcome	Bloom's Level
CO1	Define the idea and concepts of social entrepreneurship	BT I
CO2	Relate the strategies for the setting up of enterprise	BT-II
CO3	Apply the key strategies of valuation, funding and financing	BT-III
CO4	Analyze the growth strategies for social enterprises	BT-IV

**Detailed Syllabus:**

Module	Course Outcome	Periods
I	<p><b>Entrepreneurial Process and Development of Business Idea:</b> Key to Entrepreneurship Development- A discussion on opportunity identification, Resource organization and Value creation, Evolving concept of Entrepreneurship, Entrepreneurial process and Entrepreneurial Traits. Business Model, Key Elements of a business plan, Business Plan Drivers, Basics of a Business Plan, pitching a Business Plan, Evaluating business feasibility of ideas, Screening opportunities. Choosing the form of organization, Protecting Intellectual property,</p> <p><b>Assessment of Financing Needs:</b> Financial planning through the venture's Life Cycle, Short term cash planning, Systematic forecasting, estimating sustainable growth rates and additional financing needed to support growth. Implicit and explicit financial costs, determining cost of debt and equity capital, Estimating Weighted average cost of capital.</p>	12
II	<p><b>Financing Venture:</b> Different Stages of Financing, Sources of Finance - Bootstrapping, Crowd funding, Seed Funding, Angel Investors, Private Equity. Measuring Financial performance through Financial Statements and Ratios.</p> <p><b>Venture Capital Financing (VCF):</b> Venture Capital &amp; its characteristics, a comparison of Venture Capital Financing &amp; Conventional Financing, Distinction between Venture Capital &amp; Private Equity, Stages of Venture Capital Financing, Structure and Sources of VCF, Business Analysis of Project by VCF, Project Valuation Methods, Exit Routes for VCF, Venture Capital Financing in India, Government Initiatives, Regulatory Framework for VCFs</p>	12
III	<p><b>Creating and Recognizing Venture Value:</b></p> <p>Valuing Early-Stage Ventures Ventures' worth, Basic mechanism of valuation, Developing projected financial Statements for DCF valuation, Equity Valuation: Pseudo Dividends, Accounting vs Equity valuation cash flow., Importance of Real options in Valuing new ventures.</p> <p><b>Venture Capital Valuation methods:</b></p> <p>Basic Venture Capital Valuation method, Earnings multiplier and discounted dividends, Adjustment for multiple rounds and for incentive</p>	10

	ownership, Adjustment for payment to senior security holders.	
IV	<p><b>Structuring Financing for the Growing Venture:</b></p> <p>Professional Venture Capital and Bank Loans, Going Public by Issuing Stock or Debentures. Financing by Other securities like Preferred shares, Convertible Debt, warrants and options Facilitators, consultants, and intermediaries, Commercial and venture bank lending, Government financing programs, Receivables lending and factoring Incentives for Start-Ups in India.</p> <p>Planning Exit strategy: Key strategies for turning around a company, Liquidation, Exit Strategy for Entrepreneurs.</p>	11
	<b>Total</b>	<b>45</b>

**Textbooks:**

- Leach, C. & Melicher, R. (2023). Entrepreneurial Finance. 7th Edition. Ohio, USA: Cengag learning.
- Smith J.K., Smith L.R. and Bliss R.T (2019).” Entrepreneurial Finance: Strategy Valuation and Deal Structure”. 2nd Edition. Stanford University Press.

**Reference Book:**

- Rogers S. (2020). Entrepreneurial Finance: Finance And Business Strategies for the Serious Investor. 4th Edition., New York: Tata McGraw Hill

**Course Objective:**

To understand the importance of family-owned businesses for achieving competitive advantage in the market place.

Sl.No	Course Outcome	Bloom's Level
C01	List the characteristics and challenges of family business management	BT I
C02	Interpret the dynamics of family business	BT-II
C03	Apply the principles of Governance in family business	BT-III
C04	Analyze the imperatives of family business management.	BT-IV

**Detailed Syllabus:**

Module	Course Outcome	Periods
I	<b>Family Business:</b> Concept of Family Business- Importance and Characteristics of Family Business, Uniqueness of Family Business- what makes the family enterprise so successful? Difference between family-owned firm and family-controlled firm, Family Business v/s Non family Business, Systems theory perspective, 3 Circle Model of Family Business, Life cycle of Family Business- Ownership, business and family dimension, Advantages of FB, key challenges facing the family businesses in India.	12
II	<b>Understanding Family Business dynamics:</b> The Family Systems theory, Role of Genograms in family system- Family and ownership of business dichotomy- Responsibilities and rights of a shareholder of a family business, effective governance, Family Constitution, Planning for Succession in law, Conflicts in the family, Resolving the conflicts, Stages of Conflict.	11
III	<b>Family Business and Governance:</b> Meaning and challenges to family governance, Advisory board and board of directors- Responsibilities, Family meetings and Family Councils- Role and benefits, Family offices, Board and Family Council- how they work together, professional management, effective outside boards	12
IV	<b>Leadership and the Imperatives for Family Business:</b> Succession and Continuity, Succession importance, Family leaders-roles and responsibilities. Succession- importance, succession planning and continuity planning mindset, CEO exit styles, next generation leader characteristics, steps in succession planning and transfer of power	10
	<b>Total</b>	<b>45</b>

**Text Books:**

- Ernesto J. Poza and Mary S. Duagherty (2018) Family Business, Cengage Learning, New Delhi.
- Mohanakrishnan Raman, Family Business (English, Paperback).

**Reference Books:**

- Indian Family Business Mantra, Peter Leach, Tatwamasi Dixit, Rupa Publications India. July 2015

**Course Objective:**

This module will help students gain much needed knowledge pertaining to Python Programming, so as to prepare them for the advanced modules such as ML. Python scripting is user-friendly and is the most used language in industry when it comes to designing and scripting applications with respect to Emerging Technologies.

Sl No.	Course Outcome	Bloom's Level
CO1	Define the fundamentals concepts of Python Programming for analysis	BT-I
CO2	Demonstrate knowledge and understanding of Python Programming and its applications	BT-II
CO3	Apply Python scripts to solve various Programming Problems	BT-III
CO4	Analyze and solve problems using Python programming, applying critical thinking and logical reasoning	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Introduction to Python Programming</b> History of Python, Need for Python Programming, Applications, Basics of Python Programming, Running Python Scripts, Variables, Keywords, Input-Output, Indentation, Introduction to Anaconda and its Applications for Python, Google Colab.	12
II	<b>Data Types, Operators, and Data Structures</b> Data Types: Integers, Strings, Booleans. Operators: Arithmetic Operators, Comparison (Relational) Operators, Assignment Operators, Logical Operators, Bitwise Operators, Membership Operators, Identity Operators. Data Structures: Lists, Operations, Slicing, Methods, Tuples, Sets, Dictionaries.	10
III	<b>Conditional Statements, Looping, and Functions</b> Conditional Statements: if, else, elif. Looping: for Loop, for Loop with Ranges, String, List, and Dictionaries, while Loop. Loop Manipulation: Pass, Continue, Break, and Else Blocks. Functions: Defining Functions, Calling Functions, Passing Arguments (Keyword and Default Arguments), Returning Values, Scope of Variables - Global and Local Variables.	11
	<b>Modules, Packages, and Data Analysis with Python</b> Introduction to PIP, Installing Packages via PIP, Using Python Packages.	12

<b>IV</b>	NumPy: Introduction to NumPy, Arrays, Operations. Pandas: Introduction to Pandas, DataFrames, loc & iloc Functions, Describe Function. Matplotlib: Charting with Matplotlib, Formatting Charts, Histogram, Bar Plot, Box Plot, Scatter Plot, Line Plot, and Other Visualizations.	
	<b>Total</b>	<b>45</b>

- **Text:**

- R.Nageswara Rao, 2018, *Core Python Programming*, Dreamtech.
- John Hearty, 2016, *Advanced Machine Learning with Python*, Packt.

- **References:**

- Jake VanderPlas, 2016, *Python Data Science Handbook: Essential Tools for Working with Data*, O'Reilly.
- Mark Lutz, 2010, *Programming Python*, O'Reilly.
- Tim Hall and J-P Stacey, 2009, *Python 3 for Absolute Beginners*, Apress.

**Paper: Data Visualization through Tableau and PowerBI**

**L-T-P-C - 2-1-0-3**

**Subject Code: BSA034D40B2**

**Credit Units: 3**

**Course Objective:**

This module aims to develop a comprehensive understanding of data visualization principles and their application in business intelligence. The course emphasizes the development of interactive dashboards and reports to effectively communicate insights and the ability to select the appropriate tool for specific data analysis scenarios.

Sl No.	Course Outcome	Bloom's Level
CO1	Define data visualization tools techniques using Tableau and PowerBI	BT-I
CO2	Demonstrate the knowledge and understanding of Data Visualization tools and software ecosystem	BT-II
CO3	Apply critical thinking to interpret visual data representations and make informed data driven decisions	BT-III
CO4	Analyze various types of visualizations and techniques involving mapping and dashboard actions.	BT-IV

**Detailed Syllabus:**

<b>Module</b>	<b>Course Content</b>	<b>Periods</b>
<b>I</b>	<b>Visualization with Tableau – I</b> Tableau Software Ecosystem, Toolbar Icons, Data Window and Aggregation, Tableau Data Source, Heat Maps, Tree maps, Bar Chart, Line Chart, Area Fill Charts, Pie Chart, Scatter Plot, Circle View, Bullet Graph, Packed Bubble, Histogram, Boxplot and Gantt Chart, Sorting Data, Enhancing Views with Filters, Sets, Groups & Hierarchies.	12
<b>II</b>	<b>Visualization with Tableau – II</b> Cross-tabulation, Dashboard Designing, Dashboard Actions, Joining Database, Functions in Tableau, Aggregate Functions, Numeric Functions, Date Functions, Stories, Advanced Mapping, Advanced Parameters, Tableau Best Practices, Combining Multiple Dashboards into Stories, Publishing Stories and Dashboards. Report Planning and Building	11
<b>III</b>	<b>Introduction to Power BI</b> Power BI Deployment Modes, Project Discovery and Ingestion, Power BI Project Roles, Admin and Project Role Collaboration, Power BI Licenses, Data Warehouse Bus Matrix, Dataset Design Process, Data Profiling, Dataset Planning, Data Transformations, Import Mode and Direct Query Mode.	10
<b>IV</b>	<b>Data Transformation &amp; M Query Design</b> Query Design per Dataset Mode, Data Sources, Authentication, Privacy Levels, Power BI Desktop Options, M Queries, Data Source Parameters, Staging Queries, Fact and Dimension Queries, M Query Summary, Data Types, Direct Query Data Models: Relationships View, Data View, Report View, Fact Tables, Dimension Tables, Relationships. Report Planning and Building	12
	<b>Total</b>	<b>45</b>

- **Text:**

- Kieran Healy, 2018, *Data Visualization: A Practical Introduction*, Princeton.
- Hadly Wickham, Garrett Grolemund, 2017, *R for Data Science: Import, Tidy, Transform, Visualize and Model Data*, O'Reilly.

- **References:**

- Chandraish Sinha. (2021). *Mastering Power BI: Build Business Intelligence Applications Powered with DAX Calculations, Insightful Visualizations, and Loads of Data Sources*. BPB.
- Julia Steele, Noah Iliinsky, 2010, *Beautiful Visualization*, O'Reilly Media.

**Paper: Machine Learning with R/Python**

**Subject Code: BSA034D40B3**

**L-T-P-C - 2-1-0-3**

**Credit Units: 3**

**Course Objective:**

The course aims to provide critical knowledge and understanding about major Data Mining procedures and learning about Linear Regression, Logistic Regression, Market Basket Analysis, Cluster Analysis, and Machine Learning fundamentals. Students will be able to apply and practice this gained knowledge in variety of Business Scenarios.

SI No.	Course Outcome	Bloom's Level
CO1	Define the fundamental concepts of machine learning using R and Python	BT-I
CO2	Demonstrate knowledge and understanding of exploratory data analysis using R/Python Programming and data normalization techniques	BT-II
CO3	Apply statistical and machine learning models to solve practical business problems	BT-III
CO4	Analyze data using linear and logistic regression models.	BT-IV

**Detailed Syllabus:**

Module	Course Content	Periods
I	<b>Data Cleaning and Preparation</b> Data Import and Exploration: Understanding different data formats, basic exploratory data analysis (EDA), EDA with R/Python Programming. Data Cleaning: Handling missing values, outlier detection and treatment, data normalization and standardization. Data Transformation, feature engineering.	12
II	<b>Linear and Logistic Regression</b>	11

	Simple Linear Regression: Model assumptions, estimation, and interpretation of coefficients. Multiple Linear Regression: Model building, interpretation of coefficients, multicollinearity, accuracy checking. <b>Logistic Regression:</b> Logistic Regression Model: Developing the model with R/Python Programming, confusion matrix, accuracy, precision, recall, F1-score, ROC curve, AUC.	
<b>III</b>	<b>Market Basket Analysis</b> Introduction to Association Rule Mining, Apriori Algorithm, Support, Lift, Confidence, Market Basket Analysis Applications, Evaluation Metrics for Association Rules. Model building with R/Python.	10
<b>IV</b>	<b>Clustering</b> Unsupervised learning, distance metrics, K-Means Clustering: Model building of K-Means with R/Python Programming, Algorithm, determining the optimal number of clusters, evaluation. Hierarchical Clustering: Agglomerative and divisive methods, dendrograms, Model building with R/Python Programming.	12
	<b>Total</b>	<b>45</b>

- **Text:**

- Han, Jiawei and Kamber, Micheline. (2012). *Data Mining: Concepts and Techniques*. Morgan Kaufman Publishers.
- Tang, P.N., Steinback, M. and Kumar, V. (2014). *Introduction to Data Mining*. Pearson.

- **References:**

- Myatt, Glenn and Johnson, Wayne. (2009). *Making Sense of Data II*. Wiley.
- AnandRajaraman. (2011). *Mining of Massive Datasets*. Cambridge University Press.
- Mitchell (2013). *Machine Learning*. McGraw Hill.

